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magazine

January 2001

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A Glimpse into the Future

*An increasing need for employee services opens the door
to a new academic discipline*

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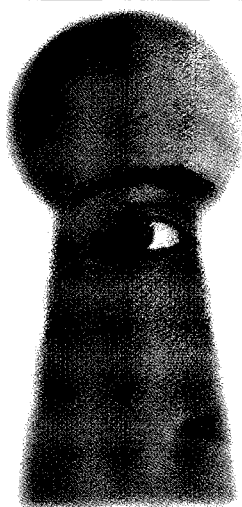
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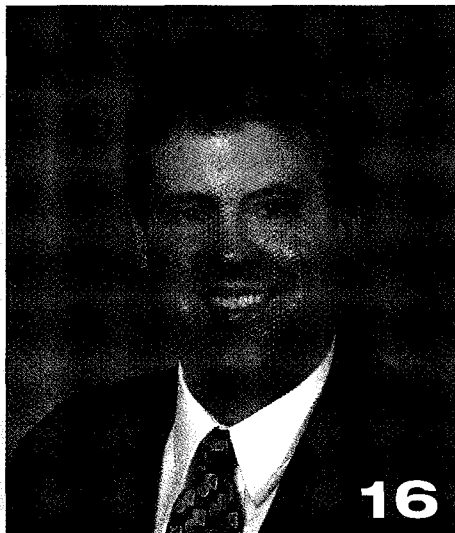
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35 High honors

The National Academy of Human Resources (NAHR), Santa Fe, MN, recognizes its ninth class of Fellows for their achievements.



Embracing change It's all in your attitude

We never stop learning. Just when we think we know everything about our jobs, a new approach to the industry forces us to reevaluate our employee services programs. If the programs are already successful, why fix what is not broke? In actuality, change is less about eliminating old programs than it is about tweaking what already exists. Although a particular program is well liked, it can still benefit from new promotion and administration procedures.

I know what some of you are thinking. Change means more work, and there are not enough hours in the day to add research and benchmarking to your to-do lists. Embracing change should be a welcomed task. It's all in your attitude. If you believe your methods are the best approach, you will always fear change. But, if you listen to new information with an open mind, you will go farther in your career.

As a member of Employee Services Management (ESM) Association, you have taken the first step towards welcoming change. You have declared that you are willing to learn new ideas. In this issue, ESM Association offers advice and assistance on positively approaching change in the employee services field. In the cover story, page 12, ESM Association makes an exciting announcement to the membership that will change the presence of employee services in corporate America. We have drafted a preliminary plan to make employee services management a new academic discipline. Efforts have already been made to accomplish our goals, first with a pilot Work/Life Balance college course and secondly with the unveiling of a college textbook this April. We would also like to integrate these educational opportunities into ESM Association's Certification Program, allowing employee services practitioners to be recognized for continuing education classes.

In the meantime, ESM Association's 60th Annual Conference & Exhibit, April 8-12, provides members with the opportunity to conveniently learn about the latest employee services techniques all in one, 5-day event. Because many members require management approval, we have written an article that is sure to demonstrate the value of our conference. When explaining why you should attend, provide your boss with a copy of the article on page 30 and the conference program on page 21.

According to ESM Association's 2001 President Bud Fishback, CESM, we can also expect positive changes within the structure of our association. Turn to page 16 for his personal interview with *ESM Magazine*, where he describes his leadership style, his educational background and his goal to increase membership.

Learning new concepts can be intimidating. Although it takes time to develop new processes, the extra work will pay off in the long run when new products and programs help practitioners do their jobs better. ESM Association will be here to provide resources that help members benefit from changes both at work and within ESM Association. Just give us a call at (630) 368-1280 or e-mail us at esmahq@esmassn.org to share your thoughts.

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**THE TEN
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EMPLOYEE SERVICES
PROGRAM**

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Is your career worth five minutes?

Have YOU tapped into ESM Association's wealth of resources lately?

If you're an active member, you probably have. Maybe you called and requested statistics to justify your programs to management; or asked to be connected with a peer for networking purposes. ESM Association's Member Services Department can provide the answers to many of your questions because enough members completed and returned their Member Profiles.

Each year, the data compiled through this short survey provides ESM Association members with the most current information on job titles, technology, employee stores, work/life programs, on-site facilities, and more. It allows you to benchmark, network and share ideas with peers.

You received a Member Profile with your new member packet or member renewal packet. We ask that you take five minutes to complete your Member Profile and either fax or mail it to ESM Association. The strength of our association resides in its members.

To receive a Member Profile, contact Jamie Kelly at (630) 368-1280 or jamiiekelly@esmassn.org.

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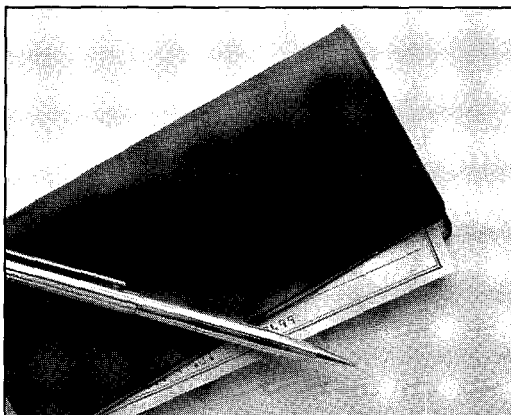
New tactics for encouraging employees to donate to charities

By George Kroloff

The workplace charity drive, a historic and valued tradition, is evolving. Despite the nearly \$4 billion raised annually in this country through employee giving programs, a trends analysis reveals declining employee participation, which translates into less support for worthy charities. To address this issue, new program models are emerging that affect the ownership of the campaign, the range of eligible charities and how the program is marketed to employees.

Recapturing lost donations

Additional funds can be raised from annual employee giving programs if employers and employees work together to reshape their charity drives. A year-long evaluation of surveys and other data by leading government and corporate managers of employee giving programs led to the issuance of a Blue Ribbon Report. The report, entitled



Employee Workplace Campaigns at the Crossroads; Recommendations for Revitalization, was produced by America's Charities, Chantilly, VA; The Consulting Network, Vienna, VA; and a 20-member Blue Ribbon National Advisory Council. The results showed that employee participation in workplace charity drives has declined about 12 percent in the last 10 years. Don Sodo,

president and CEO, America's Charities, says, "Since 1990, 5 million people have stopped giving at the workplace, representing an annual loss of \$500 million for charities and human service programs that help people in need."

Recognizing change

The report suggests that the uniquely American concept of workplace charity campaigns can become more satisfying and effective if employee services providers recognize and react to changes in today's workplace environment. Due to increased pressure for financial performance, employers expect employees to do more with less by taking on more responsibilities and working longer hours. As a result, employees have a new level of expectation of their employers. An employer risks losing the employee to a competitor if challenging work and timely feedback are not provided along with a comfortable and effective work environment. Employee services that foster employee involvement in company and community activities are critical to providing employees with work/life balance. Many employees want to give to organizations that serve them, their families and their coworkers. Therefore, an effective and enjoyable fundraising campaign is a logical employee services component.

Assess the health of your campaign

The following issues are symptomatic of a workplace giving campaign in need of revitalization:

- Employee participation is declining, especially among younger employees;
- It is time-consuming, costly and burdensome for the employer;
- Senior management is not involved nor supportive;

- The relevance and value of supporting the community is not apparent to the employees;
- Charities addressing new and emerging needs are not recognized by the campaign.

Reshaping for 2001

According to the National Advisory Council, the giving campaigns of this century will look vastly different from what we have grown to expect. "Employees will have more of a say in the design and management of the campaign, and technology will play a greater role in campaign administration and employee education," says John Coy, president, The Consulting Network. Here are some recommendations for reshaping your campaign:

- Integrate employee involvement activities such as matching gifts, community relations and volunteer programs;
- Brand all employee involvement programs with a common name;
- Establish an employee committee to provide oversight and direction;
- Include the campaign in all promotional brochures and marketing activities for volunteer programs;
- Offer to match employee donations made through the campaign;
- Utilize technology to reach new donors, provide information and administer the campaign;
- Review and assess campaign performance regularly;
- Retain a personal connection, as individuals respond best to being asked personally to make a donation;
- Implement an internal recognition/thank you program for participants;
- Create a partnership between your company and those nonprofits benefiting from the campaign.

The win-win scenario

A successful employee giving campaign is likely to help position a company as an Employer of Choice within the community. To accomplish this, companies must take a new approach to employee giving campaigns that includes employee involvement in the structure of the program and the use of technology for program administration and promotion. Consider conducting a survey to obtain employee feedback. After all, if the employees are satisfied with the structure of the campaign, they are more likely to contribute.

esm

George Kroloff is president of the public relations firm George Kroloff and Associates, Inc., Washington, DC. America's Charities, Chantilly, VA, is a federation of 100 prominent national charitable organizations. The Consulting Network, Vienna, VA, is a management consulting firm specializing in improving corporate and charity relationships. A complete copy of Employee Workplace Campaigns at the Crossroads, Recommendations for Revitalization is available online at www.charities.org or by calling (800) 458-9505.

Good ergonomics is good economics

OSHA's new ergonomics standard requires businesses to care about employee health

By Vicki D. Sebelo

On January 16, 2001, the government issued a new Ergonomics Program Standard that will change the way certain jobs are structured and regulated. Implemented and enforced by the Occupational Safety and Health Administration (OSHA), Washington, DC, the standard is designed to reduce the number and severity of musculoskeletal disorders (MSDs) caused by exposure to risk factors in the workplace. Repetitive physical behaviors are usually the cause of serious medical conditions including lower back pain, tendinitis and carpal tunnel syndrome. One solution is to design the jobs to fit the physical capabilities of employees, rather than physically forcing their bodies to fit the jobs.

While many employers will read of this standard and moan, Employers of Choice will see this as an opportunity to reduce workers' compensation costs and further demonstrate concern for the well being of all employees. Employee services providers should also become familiar with these standards and consider integrating them into their health and wellness initiatives.

Numbers too big to ignore

According to the U.S. Department of Labor, employers pay \$15-\$18 billion in workers' compensation costs each year. One out of every three of those dollars goes to MSD-related claims. With the de-

velopment and implementation of the new Ergonomics Program Standard, OSHA estimates that 460,000 MSD reports per year will be prevented in the U.S. An estimated 7 million jobs and their hazards will be corrected in the first year alone. As employers follow the program standards and begin developing solutions to unsafe jobs, the company and its employees will benefit. Indirect benefits will come in the reduction of pain and suffering for workers injured as a result of poor ergonomics and consequent increased productivity for companies. OSHA estimates the average annual cost of fixing each ergonomics problem job at \$250. Yet, for every time a MSD is prevented, \$27,700 is saved.

Just the facts

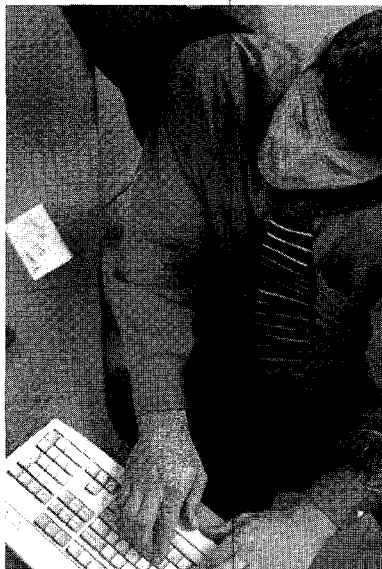
All employers, except those in railroad, agriculture, construction and the maritime industries, will be affected by the new standard. While the program went into effect in mid January, employers are required to provide information on MSDs to employees by no later than October 14, 2001. Thereafter, employers must begin receiving and responding to employee reports of MSD signs and symptoms, which include complaints of soreness, pain, tingling sensations, lower back pain, tense neck muscles, wrist pain, sore knees, muscle strain, tendon inflammation, cramping, burning, and stiffness.

Businesses are required to respond with an investigation and complete written documentation of the complaint to ascertain whether or not the reported symptoms are work-related and qualify as an MSD incident. If so, hazard control measures must be implemented. It should be noted that the occurrence of an MSD in a problem job is not in itself a violation of this standard.

There are no record keeping requirements for businesses with fewer than 11 employees. However, all other companies must maintain records for a period of three years. All records related to the reported MSD, except for healthcare provider opinions, must be made available to OSHA upon request.

Where do I start?

Many progressive employers already have ergonomics programs in place because they are aware that ergonomics is simply good business practice. The remainder have probably only considered ergonomics when purchasing new office furniture or when determining the height of computer monitors. The new standard goes far beyond these practices, requiring employers to look at the entire ergonomic picture portrayed in the workplace and then do something about it. After reviewing OSHA's Basic Screening Tools (available at www.osha.gov) and applying them to jobs throughout your company, you will begin to get a feel for where potential problems lie. However, should this prove a bit overwhelming, help is at hand. In addition to OSHA's website and advice available through OSHA regional and area offices, the organization is also funding a free onsite consultation service to help determine potential worksite haz-



ards and improve occupational safety and health management systems. Better yet, no citations will be issued or penalties proposed as a result of participating in these processes. Finally, a Quick Fix program is available to help small businesses comply with the new regulations without having to implement a full-fledged ergonomics program.

Components of a successful program

Whether you already have a written ergonomics program in place or you will now be establishing one, OSHA's new standard clearly defines what must be included. All plans must be in compliance by January 16, 2002. You may find that many of the components of the new program are already employed and embraced throughout your organization. The task then becomes translating those proven successful philosophies into a complete ergonomics program. Here are the components of a successful program:

- **Management Leadership.** Demonstrated through an effective MSD reporting system, prompt

responses to reports, clear program responsibilities and regular communication with employees about the program.

- **Employee Participation.** Active involvement by employees in the implementation, evaluation and future development of the program, and early reporting of MSDs.

- **Analysis and Control.** The process must identify, analyze and use feasible engineering, work practice and administrative controls to eliminate or reduce MSD hazards to acceptable levels determined by OSHA.

- **Training.** Must be provided at no cost to managers, supervisors and employees. It should include education of your ergonomics program and define their roles within the program. Training must also include how to recognize MSD signs and symptoms, the importance of early reporting, identification of MSD hazards in the workplace and the appropriate control measures.

- **Evaluation.** Regular reviews of the program and its effectiveness must occur.

Conclusion

Use the new Ergonomics Program Standard as a reason to establish or strengthen your employee safety and health program, thereby making wellness activities routine considerations rather than crisis-oriented responses. The improved knowledge of workplace hazards and structured methods for eliminating them will improve the operations and management of your firm, positively impacting the health of your employees and your bottom line. **esm**

Vicki D. Sebela is a freelance writer and proofreader based in Wheaton, IL. She may be reached at (630) 690-3117 or sebco@xnet.com.

E-prospects

Suppliers convert prospects into clients via e-mail

By Dana May Casperson

In our ever-expanding virtual business world, more prospective clients are making initial contact with suppliers via e-mail communication. While this is a time-saver when it comes to returning phone calls and sending information, it can be challenging to convert prospects into clients without immediately speaking with them. Therefore, you must approach every e-mail correspondence as an opportunity to obtain new business.

Many prospects favor e-mail correspondence as a pressure-free technique for inquiring about an outsourcing company. Additionally, e-mail responses provide the prospect with instant attention without interruption. Yet, it requires a certain knack to effectively maximize returns from this kind of communication. With proper e-etiquette you can easily turn e-mail correspondence into a profitable client source.

The rules of e-etiquette

It is estimated that the average business person sends and receives about 90 e-mail messages a day. Although e-business correspondence transpires at an incredible pace and is seemingly informal in nature, the rules of traditional correspondence etiquette still apply. Use the following techniques for effective e-communication to turn e-prospects into clients:

- **Reply to potential candidates as soon as possible.**

The very nature of e-mail is instantaneous. Prospects want to know what you can offer them right now. While immediate response may not be possible, inquiries should always be handled in a timely manner—no later than 24 hours after receipt. When prospects see your ability to respond quickly with necessary and accurate information, the seed is planted that you will provide speedy service in all areas of business. Therefore, the solicitor is apt to do business with you.

- **Always reference the prospect's original message.**

Most prospective candidates send messages to a variety of businesses every day. To make it easier to determine to which request you are responding, always reference the original message in your reply. A simple, "Thank you for request-

ing information about (insert your company/product name)" can do the trick. Or, your e-mail program may automatically reference the solicitor's message. By making it as simple as possible for prospects to know what your message references, you greatly reduce the probability of your response being deleted before it is read.

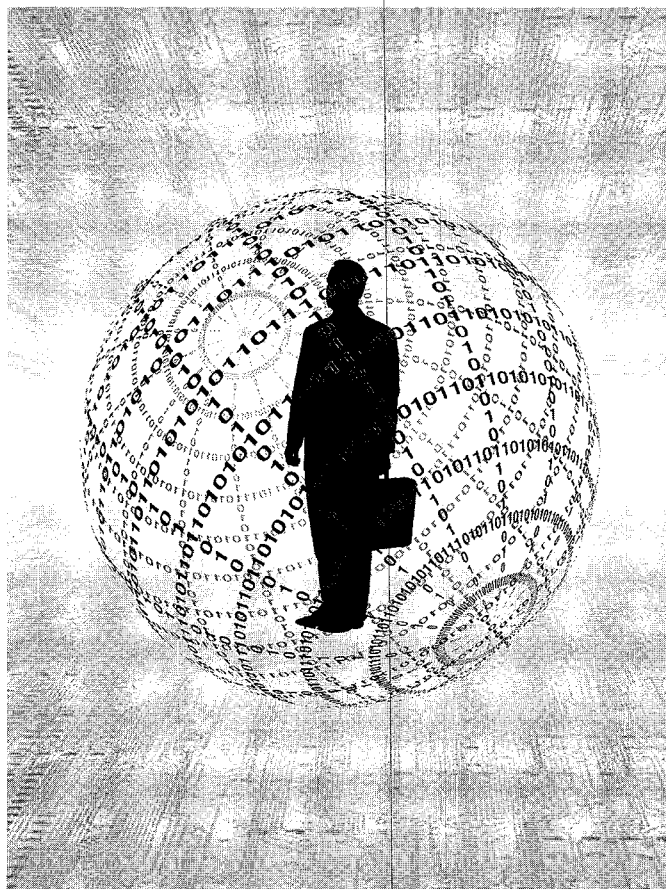
- **Be as brief but as detailed as possible.**

Prospects want information, but they do not want to be bogged down with pages of text. Replies should be brief, yet filled with enough information to make a buying decision. Before replying to a potential client, send the message to yourself to see how it looks on the screen. Are there pages of intimidating text with overwhelming paragraphs and awkward formatting? Remember, this correspondence may be the prospect's first impression. Additional details can be provided in subsequent communiques.

- **Include additional contact options.** Even though prospects are communicating via e-mail, always provide additional choices for obtaining further information. Every correspondence should include phone, fax and cell phone numbers, as well as a mailing address. Consider automatically inserting this at the end of every e-mail message. Keep it short, include your business slogan and keep the length to no more than 60 or 70 characters. Prospects will appreciate the ability to reach you by other means if necessary.

- **Be courteous with file attachments.** There may be times when you need to send a file attachment to fully address your prospect's needs. Always send attachments judiciously. Never send more than two attachments at a time. Attached files take longer to receive and download, forcing the prospect to spend more time online and away from their business. Attachments also pose the risk of carrying viruses, making many individuals leery of them. If the information you are providing is short, consider cutting and pasting it directly into the e-mail message. Or, post the information on your website and provide prospects with a web link.

- **Use correct grammar.** One spelling error can diminish your credibility as a businessperson.



Furthermore, if prospects cannot read or understand your message, it is unlikely they will become clients. Develop an effective, succinct vocabulary and always utilize proper grammar that accurately conveys your message. By nature, e-mail communication lacks the important cues established by vocal inflection, facial expression and body language. Therefore, your choice of words becomes a critical part of your written message. Before sending a message, have a trusted coworker look over your work to ensure that your point is effectively communicated, it clearly answers the questions posed and it provides prospects with another reason to do business with you.

Building a client list

Whenever prospects make initial contact with your company, the goal is always to turn them into paying clients. With e-mail communication as the client-building tool of the future, you cannot afford to defeat your chances of converting prime prospects into clients by displaying sloppy correspondence skills. Do everything you can to convince prospects that your company can effectively meet their needs. By using these e-etiquette tips and common sense, you will build your business and gain

more referrals in the process. In the end, businesses with the best e-etiquette skills are certain to reap the greatest rewards. **esm**

Dana May Casperson, author of Power Etiquette: What You Don't Know Can Kill Your Career, specializes in etiquette consulting for businesses, associations and sports teams. She can be reached at (707) 579-4367 or dana-may@authoritea.com.

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Employee Services 2010

**Employee services management to become a
new academic discipline**

By Thomas H. Sawyer, Ed.D

According to *The Needs Assessment Survey*, conducted by Employee Services Management (ESM) Association, Oak Brook, IL, just over half (54 percent) of employee services providers have earned bachelor or graduate degrees typically with concentrations in business or leisure studies. Over the next 10 years, that number is projected to increase dramatically. To best serve the booming employee services field, ESM Association has suggested a plan for a new academic curriculum that will require graduates to possess specific knowledge and skills far above and beyond those of their predecessors.



Our vision of the successful employee services program of the future is one that will be led by graduates of an employee services management program to be offered by select colleges and universities across the nation. The typical educational background that we foresee for an employee services provider will be a baccalaureate degree with either a major in business administration and a minor in employee services management or vice versa. Many will also have a master's degree in business administration with a concentration in either employee services management or sport management.

Preliminary plan

Over the years, employee services providers have expressed the need and desire for a structured academic curriculum in employee services management. Due to recruitment and retention issues continually faced by corporate America, ESM Association believes the time is right to attempt such a feat. We have designed a strategy that will serve as the starting point for educating business students on the ever-increasing importance of employee services. As management candidates tend to come from the business field, we have chosen to start there to increase awareness of the bottom-line benefits of providing employee services. Our suggested plan could tie into ESM Association's Certification Program that is currently under review. This will allow employee services practitioners to obtain recognition for participation in continuing education classes.

National academic program standards

Over the next decade, ESM Association is confident that the employee services management profession will become a viable and respected segment of business. This interdisciplinary curriculum will be comprised of business administration and employee services management competencies to be created by the ESM Association Foundation, Oak Brook, IL, in cooperation with various institutions of higher education. The employee services curriculum will be housed either in schools of business or departments of recreation, sport and employee services management. Employee services competencies may include:

1. Corporate culture and work/life balance
2. The 10 Components of a Well-Rounded Employee Services Program
3. Program development and implementation
4. Marketing
5. Corporate and public relations
6. Finance
7. Legalities
8. Dependent care management
9. Human resource management
10. Practicum and internships

SUGGESTED STRATEGIC PLAN

Employee Services Management (ESM) Association announces its preliminary plan to make employee services management a new academic discipline.

Stage 1: Master's Programs

Stage 2: Baccalaureate Programs

Stage 3: Doctoral Programs

Stage 4: Associate Programs

Pioneering a new academic discipline

As a new academic discipline in higher education, employee services management needs to be developed and will take a significant amount of time to become fully integrated into the college curriculum. Implementation of our goals will be executed via the following preliminary plan (See Chart A):

Stage 1: Either an employee services management concentration will be developed within another professional degree at the graduate level, such as a master's in business administration with two to four employee services courses; or a free-standing, 11-course master's program in employee services management will be implemented. The free-standing master's degree will include a research project requirement as well.

Stage 2: Within a period of 5-10 years, undergraduate programs will be designed as concentrations, options or minors. Six courses or 18 semester hours will be required to link with other programs such as recreation or sport management. Thereafter, these programs will be expanded into free-standing majors with a minimum of 12 courses or 36 semester hours.

Stage 3: As the undergraduate programs expand across the country, doctoral programs will be created to continue building the knowledge base and to prepare future professors for the management of various employee services management baccalaureate programs throughout the U.S.

Stage 4: The development of associate degrees offered in two-year institutions will be the final component of the total evolution of this academic discipline. Eventually, these programs will also be linked with senior institutions.

Chart B

EMPLOYEE SERVICES GO TO SCHOOL

ESM Association Member James Battersby, adjunct faculty at Cal-Poly State University, San Luis Obispo, CA, pioneered a pilot business course entitled Work/Life Balance. Here are some of his students' reactions to the topic:

"I had no idea what this class would offer. I now understand the importance of balance and will apply it in my field. I am graduating this quarter."

— *Natalie Bolin, Kinesiology Major*

"I will make sure that my employees have solid work/life programs."

— *Julie Grant, Business Major*

"It is obvious that work/life balance has a tremendous impact on the bottom line."

— *Doug Schmickrath, Business Major*

"Heading into family counseling as a profession, I can see many relevant issues and solutions. Thanks!"

— *Jennifer Enea, Sociology Major*

"It seems simple! The better you treat people, the more productive they are."

— *Daina Charland, Business Major*

"It's quite obvious that this is a people issue that is not just related to women. It opened my mind."

— *Adam Greene, Recreation Major*

"Work/life balance is virtually unheard of in my country. I will carry the message."

— *Petra Karhula, Business Major and exchange student from Finland*

"I had little knowledge of this side of the working world. I was skeptical at first, but now I have a new perspective on the topic."

— *Adam Loucks, Architecture Major*

Initial offerings

Within the next two years, Indiana State University, Terre Haute, IN, will be the first college to offer a baccalaureate degree in sport management with an emphasis in employee services management. The university is also producing an MBA program with an employee services management concentration. The full curriculum will be available online to students and practitioners via a number of universities no later than August 2005. In the meantime, an undergraduate course entitled RSCM 140, Introduction to Employee Services Management, and a graduate course entitled RSCM 626, Management of Employee Services will be available online as early as August 2001.

Supplementary textbook

A series of textbooks designed specifically for employee services managers will also be created for this new academic discipline. These textbooks will focus on the basic program standards and competencies established by the profession.

The first of these textbooks, entitled *Employee Services Management: Concepts and Applications*, will be released in April 2001 at ESM Association's 60th Annual Conference & Exhibit in New Orleans, LA. Accompanying this textbook will be an instructor's manual and PowerPoint slides for each chapter. There also will be a website with additional information for the instructor and students, links to related sites and copies of the slides.

A session entitled "Employee Services Aren't What They Used to Be: Identifying New Skills for Managing Employee Services" will be presented at ESM Association's 60th Annual Conference and Exhibit. This session will focus on the textbook and what it takes to manage today's employee services.

The work/life approach

Last year, Adjunct Faculty James Battersby received permission from Cal-Poly State University, San Luis Obispo, CA, and funding from the ESM Association Foundation to pilot and teach a course in the College of Business entitled Work/Life Balance. Battersby used ESM Association's publications as supplementary materials. The course was an immediate success with the 27 students enrolled. They researched *Fortune* 100 companies known for promoting work/life balance and became acquainted with programs such as flex scheduling, childcare and employee assistance programs (EAPs). Differences in

the work/life benefits of local companies were investigated and companies were provided with recommendations for future programming. Students even explored the balance in their own lives by keeping a journal of activities, and then examining and prioritizing their time. Battersby's efforts have positioned ESM Association as a resource to higher education and have furthered the message of employee services as solutions to work/life issues. Many students recommended that learning about work/life balance is essential to the future success and happiness of students of all disciplines (See Chart B).

Conclusion

With employee services management as a new academic discipline, we have begun a new era. Future employee services providers will be better prepared for job positions and current employee services practitioners will have access to state-of-the-art courses. Although inroads have already been made at select universities, the complete program development could take up to 10 years. This is a relatively short amount of time considering it took sport management over 30 years to gain respect in the academic community. As employee services shares a close relationship to human resource management and business administration, the new discipline is likely to grow quickly. Take our quiz (Chart C) to find out if you have what it takes to be an employee services manager of the future, and look to www.esmassn.org for updates on the progress of this exciting initiative. **esm**

Thomas H. Sawyer, Ed.D., is a professor in the Department of Recreation and Sport Management at Indiana State University, Terre Haute, IN. Sawyer has been teaching higher education for 31 years. He has published over 100 journal articles, made over 70 professional presentations and conducted more than 100 workshops around the world. He has written and published four employee services-related books in the areas of coaching education; club, recreation and sport management; legal issues surrounding golf course management; and facility design for physical activity and sport. He may be reached at (812) 237-2186 or pmsawyr@aol.com.

EMPLOYEE SERVICES QUIZ

The following quiz has been developed to help you determine whether or not you have what it takes to be an employee services manager of the future:

- Yes No** *Do you have a baccalaureate degree in business administration, recreation management or sport management?*
- Yes No** *Do you have a master's degree in business administration?*
- Yes No** *Have you taken finance courses?*
- Yes No** *Have you taken information systems management courses?*
- Yes No** *Have you taken marketing courses?*
- Yes No** *Have you taken accounting courses?*
- Yes No** *Have you taken human resource management courses?*
- Yes No** *Have you taken program management courses, i.e. health and wellness, fitness, recognition, recreation, special events, or sport?*
- Yes No** *Have you taken courses in the legal issues of employee services management?*
- Yes No** *Have you taken corporate relations and public relations courses?*

Scoring

Give yourself one point for every Yes response.

- 9-10 points:** *Well-Prepared*
- 7-8 points:** *Above Average Preparation*
- 5-6 points:** *Average Preparation*
- 3-4 points:** *Below Average Preparation*
- 1-2 points:** *Poor Preparation*



President's Point of View

**Interview with Employee Services Management (ESM)
Association's 2001 President Bud Fishback, CESM**

Bud Fishback, CESM, recreation manager, The Boeing Co., Seattle, WA, chatted with ESM Association about his goals for the association, how employee services providers can solidify their positions within their companies, and his view on the future of the employee services field.

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As ESM Association President

ESM: *How would you describe your leadership style?*

FISHBACK: I strongly believe in creating on-the-job success through the provision of necessary resources through ESM Association. I also believe in treating people with trust and respect and encouraging critical member involvement. When determining how one should manage, first determine how you would like to be managed. I would like senior management to keep me informed, explain why decisions were made and involve me in processes; therefore that is how I will try to lead this group.

ESM: *What are your presidential goals for 2001?*

FISHBACK: First, I would like to continue where Immediate Past President Roger Lancaster, CESM, left off in terms of communication between the national Board of Directors and chapter leaders. I plan to be very member focused and I believe communication is the key to that. Also this year, the Board and I will implement the recommendations resulting from last year's Needs Assessment Survey. These recommendations will be presented to the membership at April's Annual Conference & Exhibit, and via subsequent communication pieces. I also plan to put much of my



Fishback discusses safety issues with Colleen Heinig, recreation organization safety monitor.

effort into membership recruitment and retention. ESM Association saw an increase in General Membership in 2000. Yet, an across-the-board increase in Chapter Organizational Membership, General Membership, and National Associate Membership is equally important. As president, I want to see all chapters embrace the ESM Association name by incorporating it into their names. It is important that the chapters, region and national are in this together; one name signifies one organization. Finally, I plan to build upon the accomplishments the Board and staff made this past year in improving our financial position. We are not out of the woods yet, but we are headed in the right direction.

In your career

ESM: Please discuss your level of education and what attracted you to the corporate employee services industry.

FISHBACK: I received a Bachelor's Degree in Physical Education from Western Washington University, Bellingham, WA. At that time, my goal was to teach and coach at the junior high or high school level. After substitute teaching for two years, I decided education was not the career path for me, so I attended graduate school at Washington State University, Pullman, WA, where I received a Master's Degree in Physical Education, specializing in Athletic Administration. I was attracted to the corporate recreation world while at WSU. It was an entirely new field to me, and I had a vision that working in recreation/employee services would be a great fit. I was fortunate enough to get hired at Boeing a few months after graduation, and I have been here ever since.

ESM: Tell us about your employee services program.

FISHBACK: My management responsibilities are focused on the company recreation program, consisting of employee clubs, athletic leagues and special

events in the Puget Sound, WA-area. We currently have 105 athletic, hobby, arts and music clubs. To be recognized by Boeing, each club must have its own constitution and bylaws, an approved budget, officers, and not-for-profit status. The key to our success is the 700-plus volunteers who serve as club officers. Without them, the program would not exist.

Boeing's recreational facilities include onsite softball fields, a model flying field, three activity centers complete with gymnasiums and fitness centers, and a facility for many of our hobby groups. We offer discount tickets on products and services to employees and retirees. Special events include an overnight camp program; 5K and 10K Fun Runs; an Annual Fishing Derby; and an Annual Employee Discount Vendor Fair.

Although they are not my responsibility, the company also offers the following employee services programs:

- Onsite daycare facilities
- Resource and referral program for work/life issues
- Employee stores
- Convenience services
- Leisure travel services
- Health and fitness program
- Employee recognition program

Many of the employees responsible for these services have joined ESM Association as Individual Members.

ESM: In what direction do you see your program heading in the next five years?

FISHBACK: I anticipate that overall participation will increase. I also foresee increased participation in club activities, even though there has been a slight decline in employee participation. Increased retiree participation will outweigh this factor.

Employees are increasingly interested in participating in programs that include family. We will continue to accommodate this need by expanding eligibility for



Fishback puts the finishing touches on a bulletin board that promotes Boeing's Whitewater Rafting Club.

club participation and creating activities that include families—such as basketball, baseball and golf camps—and incorporating children's activities into our Annual Employee Discount Vendor Fair.

In the field

ESM: *What perception do you think corporate America has concerning employee services? Does this image need to change? If so, in what way?*

FISHBACK: I think perceptions have changed. Offering employee services is no longer just the fun thing to do, but today it is the right thing to do. In this tight labor market, employees' free-agent attitudes are creating a very fluid workforce. Corporate America is beginning to understand that employee services are some of the most important benefits a company can offer to compete in today's labor market. Therefore, ESM Association is in a great position to further promote the image of employee services.

ESM: *Did our name change, from NESRA to ESM Association, have any impact on the public's perception of our association? If so, how?*

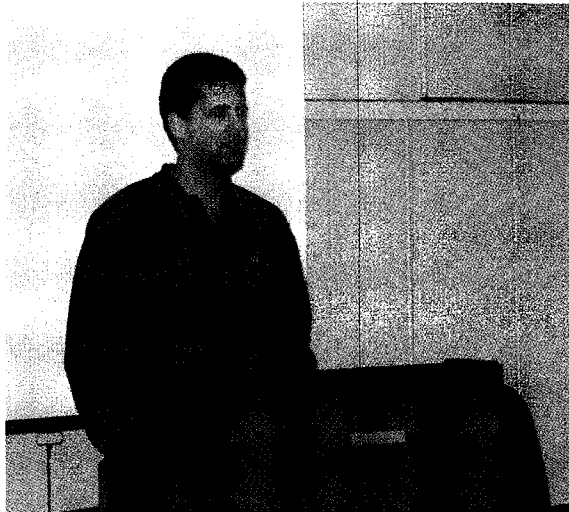
FISHBACK: Since the name change, ESM Association has received more requests for information from the media, and has been sought out for consultation by various employee services-related associations. The association has received input from consultants, business leaders and executives, all saying that the name change was a solid decision executed at the right time. The association has changed in the past 20 years from a corporate/industrial recreation focus to a more diverse employee organization, and the new name accurately reflects these positive changes.

ESM: *How does employee services relate to recruitment and retention?*

FISHBACK: The job market is a buyer's market. Research has shown that what employees want has little to do with salary and more to do with challenge, an

opportunity to contribute and a sense of belonging. Employees look to their employer to provide programs that meet their needs and interests.

The cost to hire a new employee can be more than five figures. Therefore, if your onsite dependent care center, fitness center or employee store help retain employees, the costs of these initiatives are virtually nothing in comparison. I had an employee tell me he had a chance to work for another company, but stayed at Boeing because he could play basketball at lunchtime. That justifies the program, and he is just one employee who spoke up. There are many others like this.



As an ex-officio member of the Recreation Council Executive Board, Fishback addresses club presidents at a Recreation Council Meeting.

ESM: *How does work/life relate to employee services? Should employee services providers be responsible for work/life initiatives?*

FISHBACK: Many newer work/life initiatives such as telecommuting, job sharing, flextime, and dependent care programs, are being placed in the employee services arena. Employee services professionals need to embrace these programs as they allow us to increase our value to the company. They also abet recruitment and retention, job satisfaction and morale, which ultimately makes everyone's job easier.

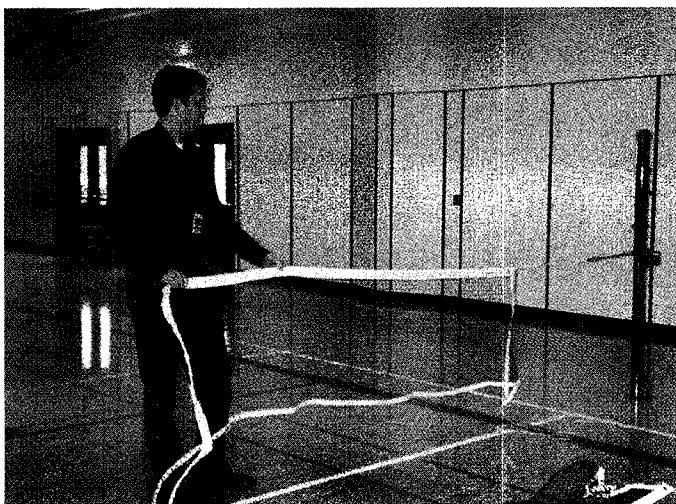
ESM: *How can employee services providers solidify their positions within their companies?*

FISHBACK: Here are four strategies I have used successfully:

1) **Form departmental partnerships.** Promote your services by partnering with allies within the organization such as the new employee orientation group, recruiters and the public relations department. As a result of these relationships, your programs are likely to be more understood and hence more valued.

2) **Demonstrate the impact on employees' lives.** It is difficult to generate support when senior management, and even your employees, are not aware of your efforts. Use all available outlets to publicize programs and achievements. Remember to include senior management on distribution lists for e-mail, newsletters, flyers, etc.

"Research has shown that what employees want has little to do with salary and more to do with challenge, an opportunity to contribute and a sense of belonging."



Fishback sets up a pickle-ball net at Boeing's Everett Activity Center.

3) Align departmental goals with company goals.

One of Boeing's core competencies is "detailed customer knowledge and focus." Our division, the Shared Services Group, ties its focus into that idea by including in its strategy to "anticipate service needs through detailed customer knowledge." In developing our recreation goals and objectives, it is imperative that our programs support this message. When we do that, it is easy to show how our initiatives support the company vision, mission and objectives.

4) Utilize ESM Association's resources. ESM Association's first monograph, "Obtaining Management Support for Employee Services," by Immediate Past-President Roger Lancaster, CESM, is a must-read for any employee services provider. (Read it online at www.esmassn.org in the Member Resources Section.) Tap into ESM Association's knowledgeable Member Services Department when you need information. ESM Association's Listserve and the various publications available to members at discounted rates provide our members with a gold mine of resources.

ESM: *What value can employee services providers obtain from attending ESM Association's Annual Conference & Exhibit?*

FISHBACK: Since I began my career at Boeing, I have attended eight regional conferences and eight national conferences. Without a doubt, I obtain value with each conference I attend. The information I receive helps me do my job better and makes me a better employee. Like any other activity, attendees get out of it what they put into it. To me, the conference starts well ahead of the Opening Session. Plan ahead, read the conference material and create specific goals to maximize the experience.

I am looking forward to the new Best Practices educational track at this year's conference that will allow attendees to learn from leaders in the industry. One of the sessions will focus on how companies managed their employee services programs during corporate mergers. Having survived a merger at Boeing a few years ago, I know personally how valuable this information will be.

ESM: *What would you like to see for the future of employee services?*

FISHBACK: This is the best time to be in this profession because employee services are increasingly recognized as key to employee retention, recruitment, morale and satisfaction. While some companies still rely solely on volunteers to administer employee services programs, I look forward to when employee services becomes so vital that the on-staff, full-time employee services professional position is standard.

Personal thoughts

ESM: *Which employee services or work/life benefits have you utilized personally to help you balance your work and personal life?*

FISHBACK: Our company's work/life resource and referral program was a huge help when I was searching for daycare options for my children. With one phone call, I was able to explain my preferences in care options, location and hours. Within 24 hours, our supplier called back with a list of 10 daycare providers that met my screening requirements. Although I still had to interview each of these referrals, I saved at least 16 hours of research time.

I also utilize our online company discount program. Over the years we have been able to leverage the size of our employee base to provide employees with discounts on a variety of products and services both locally and nationally. The savings I have enjoyed have been great.

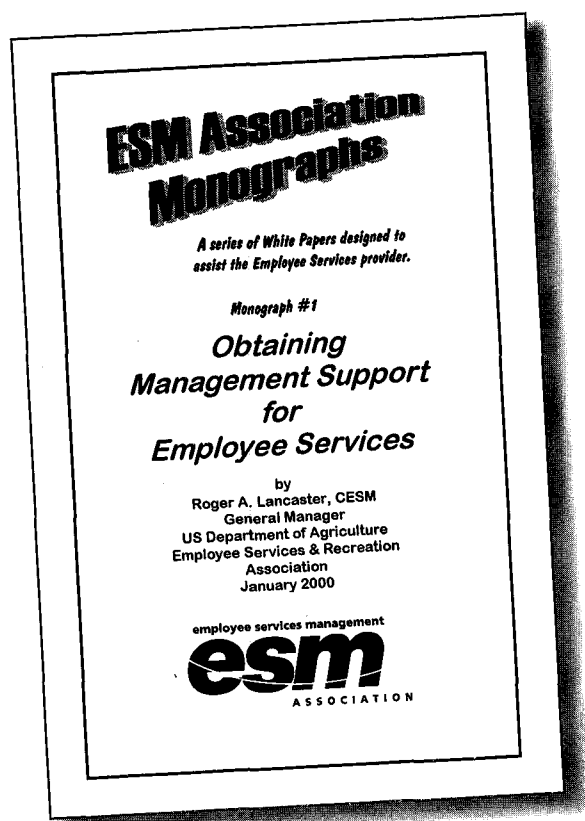
ESM: *What are your special interests?*

FISHBACK: I thoroughly enjoy raising my daughters Leigh, age 8, and Tara, age 5. Together with my wife Layne, who is also an ESM Association member, we have attended several ESM Association conferences. I enjoy watching my oldest daughter participate in soccer, basketball, swimming and Girl Scouts.

In my leisure time, I like to play golf, run and participate in Boeing's basketball league. I love to listen to music and hope, at some point, to learn how to play the guitar. I also enjoy traveling, when time allows. Living in Seattle, WA, that usually means going anywhere where the sun is shining.

esm

Unsure of how to sell your employee services programs to management?



If your company's leaders believe your employee services program exists only to make your employees "feel good," it's time to change their stance.

Introducing ESM Association's Monographs, a series of white papers designed to assist the employee services provider. By reading ESM Association's Monograph #1, *Obtaining Management Support for Employee Services*, you will learn strategies for influencing your corporate leaders to recognize the importance of employee services in recruiting and retaining quality workers.

ESM Association President Roger Lancaster, CESM, general manager, U.S. Department of Agriculture, Employee Services and Recreation Association, takes you step by step through the process of integrating your employee services program into the goals of the company. By reading this white paper, you will learn:

- *the four key ingredients to an employee services program*
- *how to align your employee services goals with the goals of the company*
- *how to prove that your employee services program impacts your company's bottom line.*

This informative brochure is free to ESM Association members. Limit one copy per member, please.

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Yes, send me my free copy of Monograph #1:
Obtaining Management Support for Employee Services.

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☐ This issue is the first in a series of white papers. Please check here if you are interested in receiving brochures on other employee services topics.

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60th Annual Conference & Exhibit

April 8-12, 2001

The Fairmont Hotel, New Orleans, LA

sunday
april 8th

New Delegate/New Exhibitor Attendee Session

New attendees can meet employee services practitioners and learn how to get the most out of networking, educational sessions and Exhibit Hall opportunities.

Michael P. Scott, president, Empowerment Unlimited, Inc.

Dave Bell, president, Incredible Speakers Bureau

Regional Gatherings 5:15 - 6:15 p.m.

Meet old friends and make new contacts at this informal meeting.

All-Attendee Reception 6:30 - 10:00 p.m.

Begin your conference networking in the lively atmosphere of the Fairmont Hotel's world famous Blue Room.

THURSDAY
april 9th

Chapter Leader Forum 8:30 - 11:00 a.m.

The Secrets of Successful Chapters

Learn the current ESM Association chapter structure standards and innovative programming ideas to enhance your leadership. A panel of knowledgeable chapter leaders will demonstrate proven methods for training an effective board of directors and maintaining a healthy chapter budget. Legal issues, chapter liability and group exemption will also be discussed.

During this workshop, ESM Association chapter leaders are invited to share successful programming ideas, including membership drives, educational sessions and social events. The exchange of proven techniques and discussion of hot topics will provide a cache of creative ideas to draw on throughout the year. Participating chapters must submit a completed chapter networking form prior to the conference.

■ **Panel of ESM Association chapter leaders**

Employee Store Super Session 8:30 - 11:00 a.m.

Your Store: The Secret Weapon

While your store offers savings and convenience to company employees, it has the potential to build a positive company image. Learn how to:

- build customer satisfaction
- deepen relationships with your most loyal customers
- make your employee store a major retention force

■ **Lynne Schwabe, owner, Lynne D. Schwabe & Co.**

Member Services Session 8:30 - 11:00 a.m.

Getting the Most from Your ESM Association Membership

Are you using the resources of your ESM Association membership to their full potential? Take your programs to the next level by fully utilizing ESM Association's national network of experts and programming resources. Among the many ESM Association benefits to be discussed are:

- learning how to use ESM Association's Member Profile to generate precise and in-depth benchmarking information
- contributing your professional knowledge as an author for *ESM Magazine*
- utilizing each segment of ESM Association's online Member Resources

Unleash the recruitment and retention power of employee services with your ESM Association membership.

■ **ESM Association Headquarters staff and member representatives**

Exhibitor Education Session 10:00 - 11:30 a.m.

What Could You Possibly Teach Me?

You have been working trade shows for years. Is there anything new to learn? The answer is yes! Your business has changed over time and so should your exhibiting techniques. In this session, you will learn:

- the three best qualifying questions
- how to gain information for an effective follow-up
- when the trade show really ends
- how to generate business from your trade show leads

This session is valuable for both veteran and new Exhibitors.

■ **Margit Weisgal, CME, MAS, president, Sextant Communications**

Opening General Session 1:00 - 2:30 p.m.

So You Think You've Got Problems? Think Big!

Because implementing a cutting-edge employee services program can be a challenge, a different perspective may be necessary to find the solution. Over the past 17 years, John and Greg Rice have become international media celebrities, appearing on countless network television shows. Starting their business careers as door-to-door salesmen while still in high school, they built a successful real estate business throughout the 1970s and 1980s. The brothers have used their early work experience to become two of this country's most-recognized experts in sales and marketing. Their business success and commitment to children's charities and community is extraordinary. However, when you combine these accomplishments with the fact that at three feet tall, the Rice brothers are in the *Guinness Book of World Records* as the world's smallest twins, their success story becomes more amazing. John and Greg will make you laugh and challenge you to think big.

■ **John and Greg Rice**

Strategic Networking Forums 2:45 - 4:30 p.m.

Participate in the following discussions with your peers in these interactive learning discussions. Take this opportunity to learn effective programming ideas firsthand, from the experiences of fellow ESM Association members.

- | | |
|---|---|
| ■ Company Programs for Singles | ■ Shortcuts for Employee Services Websites |
| ■ Lunchtime Seminars | ■ Community Services—The Next Generation |
| ■ The Secret Weapon of Recruitment: Employee Services | ■ Employee Services as Work/Life Initiatives |
| ■ Programming for the 24/7 Workforce | ■ Revenue-Generating Programs for Employee Associations |
| ■ Ask the Experts: Seek and Find Solutions for Your Specific Issues | |

■ **Alan Benedeck, Alan Benedeck Associates**

Exhibit Hall Grand Opening 4:30 - 6:30 p.m.

ESM Association's Exhibit Hall lets you see and test the latest products and services offered by a multitude of Exhibitors. The Exhibit Hall puts you in contact with suppliers of captivating employee programs, innovative products, convenience services and discount opportunities. ESM Association's network of Exhibitors can help employee services providers create programs that will attract and retain top talent.

Evening Social Function 7:00 p.m.

Experience the Best of New Orleans

Spend the evening in New Orleans with other conference attendees. Choose from the following optional social opportunities*:

1 Ghosts and Spirits Walking Tour 7:00 - 9:00 p.m.

Explore the scenes of grim and ghostly events from the past in the old French Quarter. Tour guides will provide an eerie, chilling and fun-filled adventure.
-includes tour and two nightclub stops

2 Dinner at K-Paul's Louisiana Kitchen 8:30 p.m. seating

Serving dishes with only the freshest seasonal ingredients, Chef Paul Prudhomme's menu is always superb. Enjoy a gourmet three-course Creole dinner.
-includes meal and transportation

3 Harrah's Casino Excursion 7:00 - 11:00 p.m.

Harrah's New Orleans has the games you want to play: slot machines, blackjack, craps, baccarat, and poker. The casino has Mardi Gras floats, a five-story oak tree and a life-size pirate ship that features a thunderstorm sequence.
-includes transportation

*Additional fee is required. Advance registration form will be included with your registration confirmation.

tuesday
april 10th

ESM Select Forum 7:15 - 8:45 a.m.

Selecting "New Cheese" in Today's Rapidly Changing World of Employee Services

This session will offer a unique opportunity for ESM Select members to interact with their colleagues while enjoying a stimulating discussion on the topic of change. Michael P. Scott will facilitate a discussion of the best selling book *Who Moved My Cheese?* by Spencer Johnson, affording ESM Select members the opportunity to exchange ideas regarding the changing face of employee services. Learn how to select new cheese by accomplishing strategic goals that allow you to further position your organization as an employer of choice in today's highly competitive labor market.

■ **Michael P. Scott, president, Empowerment Unlimited, Inc.**

Concurrent Sessions 9:00 - 10:15 a.m.

1 Best Practices: S.C. Johnson Wax Employee Services Case Study

The Best Practices Session will explore the development, implementation, innovation, and evolution of employee services at S.C. Johnson Wax based on its company culture and employee demographics.

presented by:



2 Getting the Boss to Back You

Before your employee services programs can make an impact, management must understand how your job and department benefit the well-being of the organization. In this session, you will learn:

- the three skills needed for management to understand and support your program.
- how to generate awareness of your program among your employees
- how to justify your program

■ **Margit Weisgal, CME, MAS, president, Sextant Communications**

3 Getting Customers into Your Store

Employee stores have a ready-made customer base. However, keeping these customers coming back for more is another issue. Find out:

- how to plan activities around your customers
- specific ideas for in-store events
- traffic-building opportunities
- how to have fun throughout the process

■ **Lynne Schwabe, owner, Lynne D. Schwabe & Co.**

4 The Business Case for Recognition: Three Essential Keys for Measuring Potential Impact

This interactive workshop will address the three key components in developing a business case for a company-wide recognition program. Examine the areas affected by a recognition program: administration, employee impact, performance improvement, and more.

sponsored by:



■ **Kim Smithson, vice president of performance services, Motivation Online, president, NAER**

Concurrent Sessions 10:30 - 11:45 a.m.

1 Best Practices: Prudential Employee Recreation Association (PERA) Case Study

The Best Practices Session will explore the development, implementation, innovation, and evolution of employee services at Prudential Employee Recreation Association (PERA) based on its company culture and employee demographics.

presented by:



2 Travel: Trends, Technology and Liability

Tour operators, Internet companies, nonprofit organizations, and corporate America are using travel services to generate revenue. Find out what is needed for offering travel services to your employees.

- What are the risks and liabilities?
- How can you use current technology?
- What online travel services are employees using?

This exciting session will teach you how to enhance relationships with employees, use travel as a company fundraiser, and create business partnerships that defer the costs of implementing travel programs.

■ **Mike Daly, director of business development, Collette Vacations**

3 Identifying New Skills for Managing Employee Services

We are in the midst of an employee services explosion. Today, employee services encompasses much more than recreation and wellness. It may be time to reassess your skills. Based on ESM Association's latest textbook, *Employee Services Management: Concepts and Applications*, this session will identify the key attributes needed to succeed in employee services. Discover new options for continuing your education.

■ Professor Tom Sawyer, Ed.D., Department of Recreation and Sport Management, Indiana State University

4 Impacting the Front Line

The current market conditions favor employees and thus greatly challenge both the recruitment and retention efforts of employers. Incredibly, some executives still try retaining valued employees solely through pay raises. This strategy no more guarantees employee retention than a slot machine guarantees a jackpot. This workshop will present an employee relations plan for those who recognize that an employee's primary reason for leaving an employer is not simply salary related.

■ Karen Rausch, employee services manager, Arizona Diamondbacks and Phoenix Suns

Member Appreciation Lunch 12:00 - 1:30 p.m.

All conference attendees are welcome to enjoy the Member Appreciation Lunch. This special event salutes those involved with employee services. The presentation of ESM Association's Awards of Excellence will include:

- Employer of the Year
- Employee Store Award
- Research Award
- New Certification Recognition
- Eastwood Award for Best Overall Employee Program
- Innovative Program Award
- Chapter Awards
- Exhibitor Longevity Awards

Exhibit Hall Open 1:30 - 4:00 p.m.

Strategic Networking Forums 4:15 - 5:45 p.m.

Focus your peer networking to companies of similar employee size. Attendees will separate into two groups: employee services providers working at companies with 1,000-5,000 employees and employee services providers working at companies with over 5,000 employees. These two groups can choose from the following topics:

- Volunteer Recruitment
- Staff Management
- Facilities
- Trends in Employee Associations

Employee service providers working at companies with less than 1,000 employees will have a roundtable discussion.

■ Alan Benedeck, Alan Benedeck Associates

Evening Social Function 6:30 p.m.

Experience the Best of New Orleans

Spend the evening in New Orleans with other conference attendees. Choose from the following optional social opportunities*:

1 Natchez Steamboat/Jazz Cruise 6:30 - 9:00 p.m.

Take this Mississippi river excursion upon the steamboat Natchez into the culture and lifestyle of New Orleans. Enjoy a Creole dinner buffet and a performance by a Louisiana jazz ensemble.

-includes transportation

2 Crescent City Nights Tour 6:30 - 10:30 p.m.

Start the evening with a taste of Creole cuisine with dinner at Tujague's. After visiting two French Quarter nightclubs, end your evening with the local tradition of Café au Lait and beignets at Café Du Monde.

-includes walking tour

3 Bally's Lakeshore Casino Resort Excursion 7:00 - 11:00 p.m.

Bally's Lakeshore Casino Resort offers high-limit games and the loosest slots in New Orleans. Our table games include such favorites as: blackjack, roulette, craps, baccarat, Big Six, Caribbean Stud Poker, and Let It Ride.

-includes transportation

*Additional fee is required. Advance registration form will be included with your registration confirmation.

wednesday

april 11th

Concurrent Sessions 9:30 - 10:45 a.m.

1 Best Practices: West Group Employee Services Case Study

The Best Practices Session will explore the development, implementation, innovation, and evolution of employee services at West Group based on its company culture and employee demographics.

presented by:



2 Employee Store Automation

Learn how to assess the needs of your organization from a retail perspective and make stronger automation decisions. This session will cover:

- reducing employee training
- leveraging hardware and software standards
- controlling costs with transaction security
- increasing the return on your investment

Discover how to reap the benefits of these proven automation solutions.

Peter Catoe, president and founder, ECR Software Corporation

3 Facilities: To Have and to Have Not

The future of employee facilities is uncertain. Budget constraints and escalating property values challenge employee services providers to justify their facilities. This session is a necessity for those with facilities, as well as those who do not have them or have recently closed them. Learn how to maximize what you have while planning for the future.

Panel TBA

4 Health, Mind, Spirit, and Body

Do you want to get more out of life? The confidence and motivation required to fulfill your dreams can stem from how you perceive your body. Learn simple life strategies for improving body shape, job performance and self-esteem.

Emelina Edwards, fitness trainer

General Session 10:00 - 11:00 a.m.

Attitude: The Choice Is Yours

Attitude, not aptitude, determines your altitude in life. Attitude influences happiness, success and on-the-job results. Analyze how good, bad and ugly attitudes are communicated, and learn how to maintain a positive attitude in a negative environment.

Michele Matt Yanna, founder, The TRAINERS Group

Concurrent Sessions 11:15 a.m. - 12:30 p.m.

1 Best Practices: Litton Laser Systems Employee Services Case Study

The Best Practices Session will explore the development, implementation, innovation, and evolution of employee services at Litton Laser Systems based on its company culture and employee demographics.

presented by:

Litton
Laser Systems

2 Increasing the Value of Your Service Awards Program While Decreasing Your Costs

How do employees want to be recognized? How can employee recognition be maximized while simplifying and economizing your company's investment of time and money? This session will teach you how to develop a standardized awards program that will appeal to employees while decreasing employer cost.

Connie Argus, CLU, ChFC, RHU, manager employee & community programs, Nationwide Insurance

Jackie Sells, employee programs supervisor, Nationwide Insurance

3 Your Employee Services Program: Surviving Turbulence

What would happen if your company was suddenly acquired by another corporation? How should you respond to a sudden change in management or company philosophy? Corporations occasionally face adversity, and employee services must be prepared to help employees through this transition. Are your policies and procedures ready to be scrutinized?

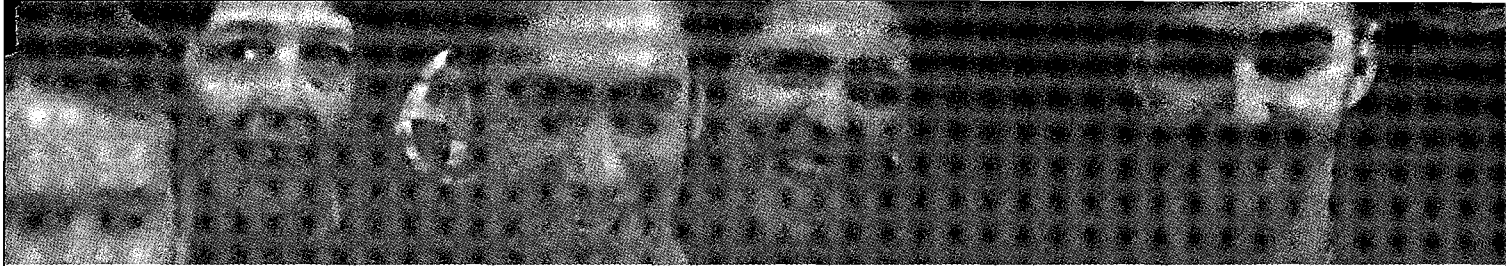
Bob Crunstedt, CESM, executive director, Honeywell Employee Club of Minneapolis

Ralph Ferrara, CESM, manager, employee services, General Mills

Phil Hall, CESM, manager, employee services, Compaq Computer Corporation

4 Trends in Participatory Sports

When it comes to choosing a favorite sport, fitness or recreational activity, Americans are spoiled. According to the Sporting Goods Manufacturers Association, there are more than 100 activities that occupy the time and attention of workout enthusiasts, sports lovers and



recreation seekers. Although team sports have been popular for the last 50 years, research has shown that fitness, outdoor, extreme, and individual sports are exploding in popularity. Learn what activities will be popular and which employees will be participating in them.

■ **Mike May, director of communications, Sporting Goods Manufacturers Association**

Exhibit Hall Open 12:30 - 2:30 p.m.

Concurrent Sessions 2:45 - 4:00 p.m.

1 Best Practices: PERA Club-Salt River Project Case Study

The Best Practices Session will explore the development, implementation, innovation, and evolution of employee services at PERA Club-Salt River Project based on its company culture and employee demographics.

presented by:



2 The Role of the Leader

Leadership is not merely being in a position of power over subordinates. Effective leadership involves a dynamic relationship between leaders (managers) and followers (employees). Responding to the changing needs of your organization requires effective leadership strategies. This interactive workshop will use self-assessments and group discussion to:

- discover the personal characteristics and qualities needed by leaders
- develop an understanding of the leader/follower relationship
- meet the challenges of today's team-oriented workplace

■ **Michele Matt Yanna, founder, The TRAINERS Group**

3 Reaching Out: Community and Employee Volunteerism

Corporations understand that active involvement in the community leads to successful social and economic growth. Today's volunteer involves personal politics and interests in his or her efforts. Companies must learn to provide adequate opportunities for their employees to become involved in local, national and international volunteer programs. Learn how companies such as Prudential are making volunteer programs an integral component of their employee services programming.

■ **Mary O'Malley, vice president, community resources, Prudential**

4 Hot Tips for Holiday Parties and Picnics

Are you ready to build an unforgettable company event? This session will provide essential tips for planning and implementing special events. Hear what themes will generate employee excitement. Learn how to carry the event's theme throughout its promotion, décor, entertainment, giveaways, menu, and more. Leave this session energized and inspired by creative and innovative ideas that can be implemented immediately.

■ **Peggy Kennedy, Venue Chicago Event Management**

Evening Social Function 7:30 - 10:30 p.m.

A Night in New Orleans

Experience the unique culture of New Orleans at this themed social function at the Fairmont Hotel. The evening will include local cuisine and entertainment. Share one more night of fun with your ESM Association peers.

thursday
april 12th

Closing General Session 9:00 - 10:00 a.m.

Diversity in Today's Workplace: What You Don't Know

What you don't know about yourself and others. Major trends in the workplace and what you should know about them.

■ **Mauricio Velasquez, president, Diversity Training Group**

Closing Brunch 10:00 a.m. - 12:00 p.m.

Come join the fun of a live auction benefiting the ESM Association Foundation. Dozens of door prizes will be distributed to lucky winners.



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Full Name (Print) _____ Nickname _____

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REGISTRATION FEES: PLEASE CIRCLE YOUR CHOICE AND INDICATE THE TOTAL AMOUNT ENCLOSED.

Conference Registration Categories	Cost Prior to 3/1/01	Cost After 3/1/01
ESM Association Organization Member <i>Chapter, General, Individual</i>	\$545	\$570
Multiple Attendee Discount <i>Two or more ESM Association Members from the same location</i>	\$495	\$520
Non-Member Organization	\$620	\$670
Associate/Supplier Non-Exhibiting	\$865	\$890
College Student	\$160	\$185
Retired ESM Association Member	\$125	\$125
One-day Registration \$ _____ (day rate) X _____ (number of days) = _____ Check dates of attendance <input type="checkbox"/> 4/9 <input type="checkbox"/> 4/10 <input type="checkbox"/> 4/11 <input type="checkbox"/> 4/12	\$220	\$245

TOTAL: \$ _____

Submit a separate registration form for each person. Duplicate copies of this form will be accepted.

Advance registration will not be accepted without full payment. Mail payment and registration form to: ESM Association Headquarters, 2211 York Road, Suite 207, Oak Brook, IL 60523-2371; or fax the registration form with your credit card information to ESM Association at (630) 368-1286. If you have a question, please call (630) 368-1280.

Cancellation: Full registration will be refunded if written cancellation notification is postmarked on or before 3/1/01. After that date, a refund is not guaranteed.

All room reservations must be made **directly** with The Fairmont Hotel by calling (800) 635-4440. State that you are part of the ESM Association Conference. The ESM Association Conference room rate at The Fairmont Hotel is \$149 per night (single or double occupancy). Our room block is limited. To insure room rate and availability, please make reservations before March 1, 2001. Children under 16 will only be allowed in the Exhibit Hall on Wednesday, 4/11/01.

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1 2 3

New Online Member Services

Beginning with the September 2000 issue, *ESM Magazine's* Keynotes and Buyer's Guide Update departments will be exclusively available online in the Member Resources Section of www.esmassn.org.

Logging on

Accessing the new online Member Resources Section is simple. Just log on to www.esmassn.org and click on the Member Resources Section button. You will be asked to provide an access code* that includes your five-digit member number and last name. Look for your member number on the mailing label of this issue.

Keynotes

online

Click on the Keynotes button for the latest workplace trends. Keynotes provides employee services managers with short articles detailing work issues, quick tips, statistics and quotes. Use this information to get organized, learn new concepts and justify your programs to management. The new online format also allows you to view an archive of previous Keynotes articles.

Buyer's Guide Update

online

Click on the Buyer's Guide button to obtain a monthly listing of new National Associate Members, including their contact information and product descriptions. Then, view the entire online Buyer's Guide for a complete listing of products and services to meet your outsourcing needs.

Also in the Member Resources Section:

- Membership Directory • Benchmarking • ESM Foundation Monographs



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*Access codes are only available to ESM Association members. Member numbers expire with membership. Unauthorized use is prohibited.

The Place to be

By Renee M. Mula, editor

Why you cannot afford to miss Employee Services Management (ESM) Association's 60th Annual Conference & Exhibit

An employee services job is a little harder to come by than the typical management position. Not all companies see employees as their best and most valuable assets. Those that do, understand why employees deserve programs that help balance work and personal life. Companies with employee services programs are usually ahead of the game in recruiting and retaining top talent. They also pay close attention to how each department impacts the bottom line. Thus, employee services managers must learn to speak the same language as upper management and position employee services programs as a consistent benefit to the company.

Why attend our conference?

Hundreds of conference brochures come across your desk each year; budgets are tight; and the Internet has opened the door to a library of free information. So why attend ESM Association's 60th Annual Conference & Exhibit? The day will come when you must prove

that your program, and, in some cases, your position, have a positive impact on the organization—and you better be prepared. In today's tight labor market, it is likely you will be required to justify the financial significance of all programming ideas.



Learn cutting-edge approaches to recruitment and retention at ESM Association's Annual Conference & Exhibit.

"Business as usual" is a phrase of the past. Today's employee services providers must keep their programs fresh, employees satisfied and eyes focused on the bottom line. To gain the attention of upper management, ESM Association members use creative techniques for positioning employee services programs as solutions to recruitment and retention problems, low morale and high absenteeism. They learn to effectively communicate their approach by attending ESM Association's Annual Conference & Exhibit. The bottom-line benefits of this event make it worth including in the budget.

A simple way to remain in the loop

The best technique for retaining employee interest in employee services is to constantly adapt programs to fit their needs. Yet, keeping up on the latest trends in the field can be time-consuming when you must turn to multiple sources for information. ESM Association's Annual Conference & Exhibit provides the resources you need to do your job better. It is the only conference where "The 10 Components of a Well-Rounded Employee Services Program" are discussed in one location. Conference sessions explain how to implement new programs, improve existing ones and position employee services as techniques for keeping employees productive and content. Move ahead of the competition with timely information on workplace trends, and learn which programs best fit your corporate culture. Speaker handouts provide statistics, formulas and success stories to take back to the office and apply directly to your work.

Tools you need to succeed

When looking for tidbits of information, the Internet may provide immediate gratification. However, when you need a quantity of pertinent, hands-on information and answers to specific questions pertaining to

your programs, ESM Association's Annual Conference & Exhibit is the place to be. The conference session materials alone will save untold hours of research and benchmarking.

Network with experienced managers in the Best Practices Concurrent Sessions. This new track will present case studies of ESM Association Members, each with different corporate cultures and employee demographics. Listen to their experiences, learn from their triumphs and mistakes, and note their advice as they share how they made history at their companies. You will acquire turn-key programming ideas to present to staff and management.

Conference attendees can network with peers from companies of similar size, programming and goals during the Strategic Networking Forums. Conducted as roundtable discussions, specific employee services topics and peer questions will be addressed. Forum facilitators will also provide handouts with additional information on such topics as volunteer recruitment, staff management, facilities, work/life programs, and much more.

Samples of printed materials created by employee services managers to promote their programs will be available at ESM Association's Creativity Center. Find

The 10 Components

employee services management

esm
ASSOCIATION

Are you responsible for any of the following employee services? If so, ESM Association's Annual Conference & Exhibit is for you!

Employee Stores
Community Services
Convenience Services
Dependent Care
Recreation Programs
Recognition Programs
Special Events
Travel Services
Voluntary Benefits
Wellness

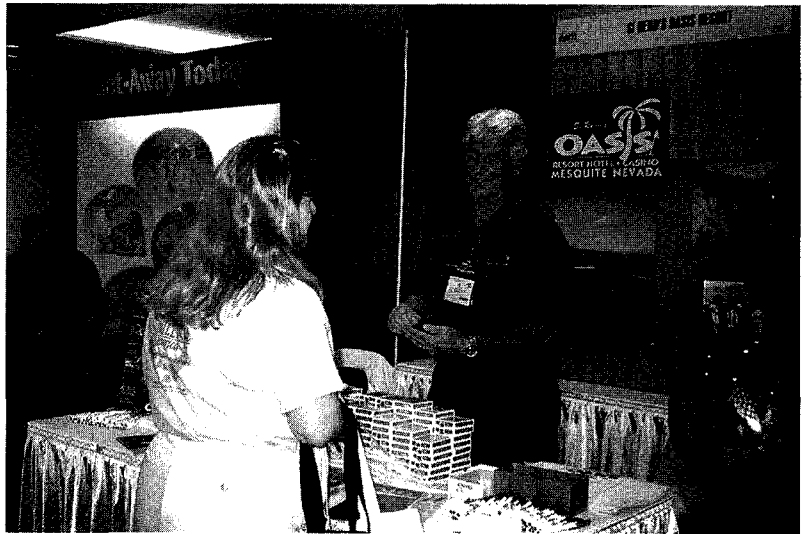
new approaches to employee services brochures, calendars, newsletters, flyers and more, in this area containing invaluable idea-sharing resources.

The Exhibit Hall is your interactive resource guide to over 150 outsourcing companies. Look to our Exhibitors for assistance with the management of outsource projects like: convenience services, event planning, recognition awards, logo items, travel planning, and more. To maximize this experience, share your business objectives with suppliers while picking up their informational brochures and business cards at the exhibit booths.

Take the opportunity to seek advice from employee services experts about achieving your goals. Before you leave for New Orleans, LA, schedule to meet with peers and suppliers one-on-one at the conference.

Biggest bang for your buck

ESM Association realizes that most employee services providers must obtain permission to attend our conference. To make this task easier, we keep the conference registration fee well below the industry norm. The conference fee for an Organizational Member to attend ESM Association's 58th Annual Conference & Exhibit was 53 percent less than conference fees of other human resource-related organizations, according to the



Research outsourcing companies in the Exhibit Hall.

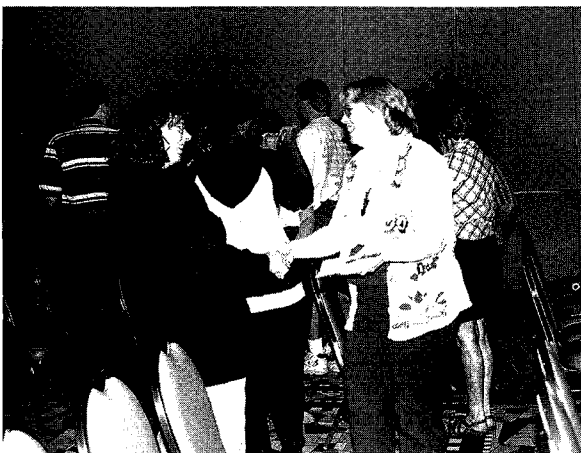
2000 COHRMA Survey, conducted by the Council of Human Resource Management Associations (COHRMA), a national group of chief staff officers of human resource-related nonprofit associations.

Your investment will more than pay for itself when you improve your employee services programs with new concepts learned at the conference. Clay Clark, manager, office services, Rolls-Royce Corp., Indianapolis, IN, did just that after attending ESM Association's Annual Conference & Exhibit. For over 15 years, the goal of his company store was to achieve \$300,000 in total sales. As a result of implementing ideas he learned while attending the conference, Clark was able to increase the sales volume of his company store by 100 percent over a two-year period. In 1999 alone, the store's total sales went from \$285,000 to \$425,000. "My company's investment in ESM Association's Annual Conference & Exhibit has been repaid many times over," he says.

When you consider the time saved researching products and services, the discounts received as an ESM Association Member, and the reduction of recruitment and retention costs resulting from ideas obtained at ESM Association's Annual Conference & Exhibit, you cannot afford to miss it.

The motivation to make a difference

Upon arrival at ESM Association's Annual Conference & Exhibit, there is a very real and noticeable difference in the atmosphere of this event compared to other educational seminars. Our members form a special bond that generates contagious enthu-



Network with peers between sessions.

siasm. ESM Association Members are a down-to-earth and welcoming group, with open minds and generous hearts. When you ask an ESM Association Member for advice, you are likely to learn more than you anticipated.

Conference speakers are very knowledgeable and approachable, with a genuine passion for the profession. You will walk away from sessions with a fresh approach to work and a new appreciation for the employee services field. The overall experience will remind you of the wonderful role you play in helping employees balance work and personal life.

It's up to you

You should attend ESM Association's Annual Conference & Exhibit if you are responsible for any of "The 10 Components of a Well-Rounded Employee

Services Program." Presidents, CEOs, employee services providers, human resource managers, work/life professionals, and others will benefit from this event. Learn to approach employee services with an eye for the bottom line, thereby proving to management time and again that employee services programs are invaluable to your company and a mainstay in corporate America. See page 21 for detailed descriptions of conference sessions and to register. Visit www.esmassn.org for conference updates. **esm**

Renee M. Mula is the editor of ESM Magazine, published by Employee Services Management (ESM) Association, Oak Brook, IL. You may reach her at (630) 368-1280 or reneemula@esmassn.org.



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How do I justify work/life programs to management?

What legal issues are involved with employee associations?

Where can I find information about starting an
eldercare referral service?

You Have Questions, ESM Association Has Answers

Introducing two ESM Association Member Services to the rescue:

ESM Association's Research Assistance

Whether you desire information to justify your eldercare program, the most recent statistics on recruiting and retaining employees or sample newsletters and brochures, ESM Association has the facts, figures and samples necessary for your next business meeting, presentation or year-end report.

ESM Association's Advice Service

ESM Association's staff is available to assist members with special requests. Just call, e-mail or fax your topics of interest and you will be paired with one of our knowledgeable Member Services representatives. Our staff will save you time by immediately connecting you with the resources you need.

.....

*Maximize the benefits of joining ESM Association by becoming an active member.
Contact one of the following Member Services representatives and
take advantage of our invaluable resources today!*

ESM Association Headquarters: Jean Wilson, director of member services, (630) 368-1280, (630) 368-1286 FAX, jeanwilson@esmassn.org • Jamie Kelly, manager of member services, (630) 368-1280, (630) 368-1286 FAX, jamielkelly@esmassn.org.

ESM Association Western Field Office: Phyllis Smith, CESM, Western Field Office manager, (626) 913-4014, (626) 964-7242 FAX, esma.fo@gateway.net.

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High Honors

Human resource professionals are recognized for contributions to the field

The National Academy of Human Resources (NAHR), Santa Fe, NM, recently announced its ninth class of Fellows, an honor considered most prestigious in the field of human resources. The 11 Fellows named to the 2000 class represent a wide range of professional backgrounds and are among the field's top practitioners and scholars.

"The new class of Fellows continues our tradition of recognizing the nation's top human resource leaders," says Harold W. Burlingame, chair of the NAHR and executive vice president, AT&T. "The contributions of these leaders, to their organizations, our country and the profession, are well recognized and appreciated by their peers."

Class of 2000

Announcing NAHR's 2000 Class of Fellows:

- Kathleen S. Barclay, vice president, global human resources, General Motors Corp.
- Ram Charan, consultant
- Michèle S. Darling, executive vice president, corporate governance and human resources, Prudential
- Steven R. Hill, senior vice president, human resources, Weyerhaeuser Co.
- R. Kenneth Hutchinson, vice president, human resources, University of Missouri System
- Bert W. Levan, retired vice president, human resources, Shell Oil Co.
- Alfred Little, Jr., vice president, human resources and environmental health and safety, Newport News Shipbuilding
- Robert B. McKersie, Ph.D., Sloan Fellows Society of Management, Emeritus, Sloan School, Massachusetts Institute of Technology
- Noel M. Tichy, professor, organizational behavior and human resource management, University of Michigan Graduate School of Business



The NAHR's 2000 Class of Fellows are (from left to right): Robert B McKersie, Ph.D., Kathleen S. Barclay, Steven R. Hill, Noel M. Tichy, Sheila W. Wellington, Alfred Little, Jr., John Calhoun Wells, Ph.D., Bert W. Levan, Michèle S. Darling, Ram Charan, and R. Kenneth Hutchinson.

- Sheila W. Wellington, president, Catalyst
- John Calhoun Wells, Ph.D., president, Wells and Co.

Academy members select Fellows based upon achievements, sustained excellence and contributions to the broad field of human resources. Fellows represent a variety of public, private and nonprofit organizations. In addition to human resource practitioners, candidates eligible for NAHR Fellowship include any contributors to the field who warrant peer recognition, such as scholars, lawyers, journalists, association executives, and consultants.

Distinguished Fellows

Through Academy Foundation-sponsored educational programs and research projects, NAHR expands the knowledge base and supports the achievements of human resource professionals. The Academy annually recognizes individuals and institutions in human resources for sustained outstanding professional achievement and contributions to the field. Since its

inception in 1992, the NAHR has honored 87 human resource professionals as Fellows. This year, the Academy has named the following individuals as Distinguished Fellows, NAHR's highest honor:

- Madelyn Pulver Jennings, retired senior vice president, personnel, Gannett Co., Inc. (1998, Fellow Class of 1992)
- Howard V. Knicely, executive vice president, human resources and communications, TRW Inc. (1997, Fellow Class of 1992)
- Walton E. Burdick, retired senior vice president, personnel, IBM Corp. (1995)
- The Honorable John T. Dunlop, Harvard professor and former U.S. secretary of labor (1994)
- William Emerson Brock, former U.S. senator and secretary of labor (1993)
- Frank P. Doyle, retired executive vice president, General Electric (1992).

esm

For more information, contact William Stewart Johnson, president, NAHR, at (505) 983-5603 or NAHRHq@aol.com.



By Michael P. Scott

Children under the weather

Meeting sick and emergency childcare needs

It is Monday, 6 a.m., and Michelle is up busily preparing for the day. It is critical the day get off to a good start, since her work calendar is filled with one meeting after another. Michelle and her husband get ready for work and prepare to get their two young sons ready to go as well. "Wake up, Jared. Wake up, Paul. It's time to get ready for school," Michelle says. Out of Jared's mouth come the words that every working parent fears: "Mom, I don't feel well." In the home of two working parents, the decision of who is going to stay home with the sick child can become the source of major stress. For a single parent, this situation can be a nightmare.

Companies nationwide have established a variety of programs to address this issue. Some companies offer sick/emergency/backup childcare where children can go if a sitter is sick, it is a school holiday or the child is mildly ill and cannot go to group daycare. There are several options to consider when structuring this program.

Fulfilling a need

The American Medical Association, Chicago, IL, reports the typical child is sick from 6-10 times a year for an average of 3-9 days each occurrence. According to a recent *Working Mother* magazine survey, working mothers say a sick child creates the worst possible conflict between work and family responsibilities. The impact of establishing a sick and emergency childcare initiative can be enormous. Of all the family-friendly programs offered, this is one of the easiest to justify to senior manage-

ment due to substantial bottom-line payoffs and the company's resultant reputation as a quality employer. In this regard, a sick childcare program can serve as a strategic tool for companies seeking to recruit and retain the best and the brightest.

Be prepared

Consider the following tips when establishing a sick/emergency childcare program.

1. Collaborate with area employers. Sick childcare can be expensive. The cost for a company to run a free standing facility exclusively for backup childcare can be significant. At the same time, the cost for parents to purchase sick childcare slots through a community facility is also high. These slots are not easy to obtain with short notice, either. To help employees in a bind, the company can purchase slots in advance for parents to use as needed. But,

when some slots go unused, the company loses out. Companies situated in corporate parks have evaded this issue by partnering with nearby businesses and subsidizing the cost of sick care slots.

2. Partner with a local hospital. "Because hospitals already have all of the resources necessary to



provide adequate care, we found this to be a simple and successful way to offer sick childcare," says Shelly Sanford, occupational health wellness specialist, Roche Diagnostics, Indianapolis, IN. For example, the Community Hospital of Indianapolis has developed a daycare program for sick children called Parents in a Pinch. Staffed by pediatric clinical technicians and supervised by a team of nurses, the cost for care is only \$5 per hour.

3. Provide options. Parents are rightfully selective when choosing a sick childcare provider. Some may not want a care provider in their home, while others may not want their sick child to leave the house, and still others may not want to expose their children to other illnesses so prevalent in a group setting. Therefore, it is important to offer options. "We offer employees options via a list of home-based providers in the area that are available when an employee is in a bind," says Randy Schools, CESM, president, Recreation and Welfare Program, National Institutes of Health,

Bethesda, MD. Jack Poll, recreation and fitness manager, SAS Institute, Cary, NC, says his company offers unlimited family sick leave with no set number of days. The company has also been known to excuse time off for serious and unusual sick childcare occurrences.

4. Market the program. I was recently involved in a work/life focus group discussion with a group of employees. During the session, an employee complained about her company's sick childcare program. Although she had never used the program, she had based her perceptions on hearsay. Fortunately, another participant had a very positive experience and set the record straight. Remember your best marketers are satisfied users. Take advantage of every opportunity to get testimonials and then use them in promotional materials. Utilize open houses, benefits/wellness fairs and brown bag seminars to convey the important message of the value of your sick child services.

Education and planning

Employee services can play a vital role in anticipating home/life emergencies. A wide variety of options exist, from informal systems that encourage employees to swap hours, to educational programs that teach managers and supervisors how to respect employee choices, to the development of a list of backup childcare providers in anticipation of future sick care occurrences. Whatever direction you take, remember to be proactive, for an ounce of preparation is far better than a frustrated employee. **esm**

Michael P. Scott is a regular columnist for ESM Magazine and the author of the book Catch Your Balance and Run: Proven Life Management Strategies to Assist You in Today's Fast-Paced World. He can be reached at power2u@ix.netcom.com.

Advertising Index

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Fall Board Meeting

The ESM Association Board of Directors met at the Wyndham Drake Hotel in Oak Brook, IL, on October 28, 2000. After a year of transition as well as financial, structural, and programming challenges, ESM Association hired Rick Dorman, president/CEO, Catalyst Group of Alexandria, VA, to conduct a *Needs Assessment Survey* of our membership that would indicate strengths and weaknesses of the organization. Using the survey's results as a starting point, the Board of Directors reviewed current programs and began to evaluate new avenues for future success.

The Board approved a motion by **Joe Kopinski**, CESM, to suspend the member Certification Program until further notice. The program is being thoroughly reviewed and new criteria is being developed to reflect the skills required of today's effective employee services provider. Members who had requested and received certification tests prior to the Fall Board Meeting will be certified under the previous program structure upon passing the test. Newly certified members will be honored at the Member Appreciation Luncheon at ESM Association's 60th Annual Conference & Exhibit.

A motion by **Bud Fishback**, CESM, was approved to appoint **Cindy Jameson**, CESM, Time Warner Communications, as President-Elect and reappoint Kopinski, **Mary Lou Panzano**, RVESRA, and **Denise Staudt**, CESM, as Directors at Large. **Richard Stubbs**, RVESRA, Bath Iron Works, Wiscasset, ME, will replace retiring board member **Quintin Cary**, CESM, as Northeast Region National Director. **Betsy Long**, Betsy Long & Associates, Sunnyvale, CA, will replace retiring board member **Dale Shafer**, CESM, as Western Region National Director. **Patricia Claassen**, Employee Printing Services, Bedford Park, IL, will replace **Craig Batten** as Associate Member Representative. Patrick B. Stinson, executive director, ESM Association Headquarters, Oak Brook, IL, thanked outgoing Board members Batten, Cary and **Brenda Robbins**, CESM, for their participation and contributions during their tenure.

Calendar

February 15-18, 2001
Winter Board of
Directors Meeting
The Fairmont Hotel,
New Orleans, LA

April 6-7, 2001
Spring Board of
Directors Meeting
The Fairmont Hotel,
New Orleans, LA

April 8-12, 2001
ESM Association's 60th Annual
Conference & Exhibit
The Fairmont Hotel,
New Orleans, LA

September 5-9, 2001
ESM Association's Western
Region Conference & Exhibit
Camelback Inn Marriott,
Scottsdale, AZ

ESM Association's 60th Annual Conference & Exhibit

Employee services are popular now more than ever because corporations realize the direct impact they have on the bottom line. By attending ESM Association's 60th Annual Conference & Exhibit, you can learn to implement and grow employee services programs that will help recruit and retain workers.

For the last seven decades, ESM Association's Annual Conference & Exhibit has brought together quality speakers, timely subjects and innovative products and services for the benefit of our members. The Fairmont Hotel, New Orleans, LA, promises to be a great venue for learning about new programs and services as well as networking with ESM Association peers.

Session topics are geared to help veteran employee services providers as well as those who are just beginning their careers in the field. Attend sessions on a myriad of topics including employee stores, employee recognition, employee volunteer programs, and special events. Benefit from case studies of the best in employee services during the Best Practices track.

As always, the Exhibit Hall will feature suppliers who offer captivating employee programs, innovative products, convenience services, and discount opportunities. Use the latest products and services to outsource your projects and recruit and retain employees. See page 21 for more information.

Achievement through partnership

ESM Association continues to spread the good news about the value of employee services to related associations. As we continue our partnership with the National Association of Employee Recognition (NAER), we will sponsor an educational session at their conference in May, 2001.

Michael P. Scott, president, Empowerment Unlimited, Carson City, NV, will deliver the presentation "Maximizing the Power of Recognition Programs Through Employee Services." In this interactive session, attendees will discover valuable ideas for maximizing employee recognition efforts while learning more about how recognition programs fit into the big picture of employee services. Conversely, NAER will sponsor a session presented by Kim Smithson, vice president of performance services, Motivation Online, and president, NAER, at ESM Association's 60th Annual Conference & Exhibit entitled "The Business Case for Recognition: Three Essential Keys for Measuring Potential Impact." This interactive workshop will address the three key components in developing a business case for a com-

pany-wide recognition program. Attendees will examine the areas affected by a recognition program including administration, employee impact and performance improvement.

Through our ongoing strategic alliance with Incentive Marketing Association (IMA) and Hall-Erickson, ESM Association sponsored three pieces of education at the Motivation Show, which was held October 10-12, 2000 at McCormick Place, Chicago, IL. Patrick B. Stinson explained the value of "Motivating Employees with Employee Services." Frank Goldstin, president, GM Productions, Chicago, IL, delivered a presentation concerning "What's Hot and What's Not in Special Events." **Susan Kerwin**, formerly with Strong Funds, Menomonee Falls, WI, facilitated a session entitled "Help Win the Recruitment and Retention Race with Recognition Programs." In addition, as an effort to gain additional exposure and recognition for our association, ESM exhibited at the show. We continue to partner with other associations, and look forward to broadening our members' resources.

Foundation promotes education

Over the past year, the ESM Association Foundation funded several projects that promise to advance the field of employee services. Foundation trustees authorized funds for an ESM Association textbook entitled *Employee Services Management: Concepts and Applications* by Professor Tom Sawyer, Ed.D., Department of Recreation and Sport Management, Indiana State University, Terre Haute, IN. The book is designed as a resource for business administration students as well as employee services professionals who want to continue their education. The textbook will be available at ESM Association's 60th Annual Conference & Exhibit, where Sawyer will host the session, "Identifying New Skills for Managing Employees," based on the textbook. See page 12 for more information.

Another successful academic partnership has been created between the ESM Association Foundation and **Jim Battersby**, adjunct faculty, Cal Poly State University, Pismo Beach, CA. During the Fall 2000 semester, Battersby taught a business course called Work/Life Balance. Foundation support allowed for class preparation and focused work/life research. Twenty-seven students studied

the emergence of work/life in today's business environment. Using this background, they developed mock work/life programs by working within strategic business goals. As a result, they will be prepared to contribute their ideas as future employee services professionals.

The ESM Association Foundation published a second ESM Association monograph entitled *Convenience Services for Employees*. Written by **Beverly Weiss**, CESM, the monograph discusses programming ideas, partnering with the community and financial implications of convenience services. ESM Association monographs are free, informative brochures that explain basic program techniques for employee services providers. Contact ESM Association at (630) 368-1280 to request a copy.

A new project in conjunction with the National Association of Employee Recognition (NAER) could be on the horizon. NAER has contacted the ESM Association Foundation about funding a study of best practices in employee recognition. Foundation trustees will discuss this potential initiative at the Winter Board of Directors meeting in New Orleans, LA.

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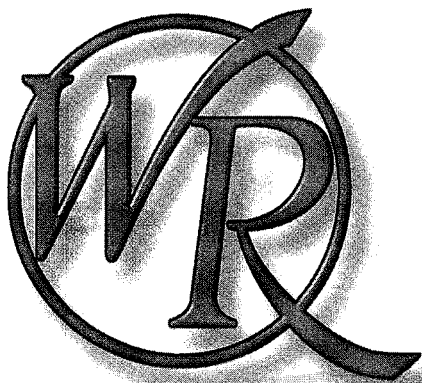
Patrick Stinson

ESM News online

ESM News is currently available online at www.esmassn.org. From now on, look under Keynotes in the Member Resources Section for the most recent edition of ESM News. Members will receive an e-mail message announcing site updates.

To access the Member Resources Section, type in your five-digit member number and last name. This information can be found on the mailing label of this ESM Magazine issue. **esm**

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questions. Many organizations provide a written job description, yet even the most thorough documents invariably leave something out. Go over your expectations point-by-point until new hires understand and feel comfortable with them.

3. Qualifications do not automatically equal success. Just because a new employee is well-qualified does not mean he will immediately take to the new job. A new hire may be tremendously strong in one area (i.e., planning) but weaker in another area (i.e., communication) that is just as critical to success in the new position. Watch for signs of inexperience and immediately begin coaching the employee on how to solve these problems.

4. Spell out important points about business goals and company dynamics. Thoroughly discuss business goals and corporate culture. Be sure to cover such big-picture topics as overall strategy, market share and projections for the company's future. Never assume new hires already know the basics, even if they have been transferred from another division of the same company. Knowledge and culture differ from department to department. It is better to address these issues at the beginning than assume your new hire will ask about them or pick them up through trial and error, which can be dangerous.

5. Help new employees nurture the network. Explain the structure of the organization and who will affect the job. Identify subordinates, major clients and the people



to whom the new employee should report. The employee's success will likely hinge on the ability to form a strong business network. Be open about difficult personalities, and offer specific suggestions for building solid relationships with key people.

6. Be honest about potential pitfalls and past mistakes. Most organizations avoid revisiting past failures, yet these are often the most valuable learning experiences. Talk with new hires about former employees who quit or were fired and explain what went wrong and why. If necessary, review your notes from past exit interviews. If you do not hold exit interviews, start now. Companies that learn from their mistakes are less likely to repeat them.

7. Hold regular assimilation reviews. The "honeymoon period" lasts about six months. During that

time, hold monthly meetings to discuss the new job, review early performance and ask for feedback. Knowing this meeting is on the horizon will help both of you stay focused on the success of the transition and ultimately, the new hire's success as a valuable, contributing employee.

Conclusion

Finding quality employees is a difficult and expensive feat. Make it your personal goal to work side by side with new hires until they learn the ropes and establish themselves within the company. Do your best to help them thrive during the critical transition period and your efforts will pay off in the long run.

esm

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By Peter Cairo, Ph.D.

The new hire honeymoon

Increase retention of new hires by helping them survive the transition period

After months of blood, sweat and tears—and thousands of dollars in recruiting costs—that critical position in your department has finally been filled. Now that Jill, your new secret weapon, is setting up her office, you can finally relax and pat yourself on the back for a job well done, right? Actually, the real work has only just begun. It is up to you to help Jill navigate the often-choppy waters of her next phase: the transition period.

Transition support

The transition period is the point where many companies drop the ball. Most companies recognize that new hires need support during this period, but they do not give it a proportionate level of attention when compared to recruiting. Some offer an orientation period that focuses solely on trivialities like where to find the key to the men's or ladies' room. Managers who really want their new hires to succeed will address key issues directly and immediately.

Many situations warrant transition support, whether an employee is transferred from another geographic division of the company, promoted from another department or given new management

responsibilities. Managers tend to assume that since Jill has done an outstanding job for the past five years in her previous position, she will step up to the plate in her new job. That is often a flawed assumption. There can be tremendous cultural differences from one division to another; the coworkers that she must network with are very different; and managing several employees after years of only being responsible for personal results poses tremendous challenges.

From day one

The amount of support needed depends on where the new hire came from, but the steps are basically the same. Here are seven tech-

niques managers can use to help new employees make the transition.

1. Make coaching resources available before there is a crisis.

Too many companies wait until an employee is in serious trouble or on the verge of quitting before they take action. Be sure the new employee is coached during the transition period. As manager, you are the most motivated to see the new hire succeed; therefore, you should either establish yourself as a coach or hire a professional executive coach as an unbiased third party.

2. Clarify your expectations up front.

Often, new employees do not understand the whole process of their department and they may feel uncomfortable asking several

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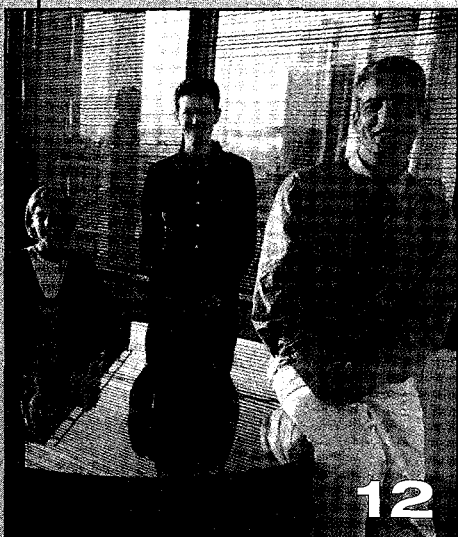
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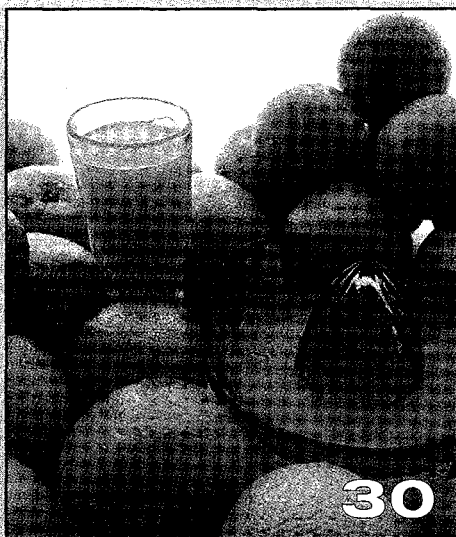
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Making waves

Becoming a corporate trailblazer within your organization

The employee services providers who make up ESM Association are a diverse group. Their functions run the gamut from selling employee discount tickets to helping upper management reduce absenteeism. They are volunteers, administrators and managers. Yet, the one trait ESM Association Members share is a passion for employee services—that's why they joined this association. If they have yet to make waves within their organizations, they soon will. In fact, many ESM Association Members are corporate trailblazers.

Corporate trailblazers have initiative, drive, influence, persistence, and a strong belief in their work. These employees are industry leaders who leverage their innate qualities to make a difference within their organization. Their passion and energy have helped them initiate change in business. Many ESM Association Members have used innovative program ideas and ESM Association's member services to influence upper management's decisions.

This month's cover story is about one member's passion for employee services. As a frequent ESM Association Conference & Exhibit attendee and an ESM Select Member, James C. Malone, CESM, manager of recreation and fitness, S.C. Johnson, Racine, WI, believes that employee services are a necessary component of business. He wants everyone within his company to share his passion as well. His trailblazing began when he recognized that employee services could help recruit workers. As a result, he has strived to remain in contact with key department heads who help spread the word about the company's employee services program to potential hires. Employee services now play an integral role in S.C. Johnson's recruitment strategies. In some cases, they are a contributing factor in hiring a new worker or retaining a current one.

As a corporate trailblazer, Malone uses his leadership skills and ESM Association resources to strategically position employee services. The key result in Malone's efforts is that the employee services department has set a precedent. The employees expect these services. Without them, they may look for work elsewhere.

Your mission is to find a strategic niche for employee services within your corporate culture and create both a demand for services and a need for them in business. The simple fact that employee services exist within your corporation should be enough motivation to begin your trailblazing efforts. Colleagues at your company believe in their benefits. Your job is to partner with these believers and make employee services even stronger. Identify the issues that your corporation is currently facing for which employee services could lend a hand. Remember that the foundation you build today will help solidify your department for the future. If your company finds itself in the middle of a corporate merger, the necessity of your department could determine the fate of your job.

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**THE TEN
COMPONENTS
OF A WELL-ROUNDED
EMPLOYEE SERVICES
PROGRAM**

employee services management



Employee Stores
Community Services
Convenience Services
Dependent Care
Recreation Programs
Recognition Programs
Special Events
Travel Services
Voluntary Benefits
Wellness

An Auction Odyssey

ESM Foundation to present Silent and Live Auctions at ESM Association's 60th Annual Conference & Exhibit

In 2000, conference attendees won fabulous prizes such as a guitar autographed by country-music star Billy Ray Cyrus, a basketball autographed by the Minnesota Timberwolves and a baseball jersey from the television show *The Sopranos*. This year's auction promises even more exciting items:

- ***Sports memorabilia***
- ***Gift certificates***
- ***Jewelry***
- ***Chapter Gift Baskets***
- ***Vacations***

The Silent Auction will be held during Exhibit Hall hours, and the Live Auction will occur during the Closing Brunch at ESM Association's 60th Annual Conference & Exhibit in New Orleans, LA, April 8-12, 2001. The money raised by these auctions will help fund The ESM Foundation—the only research organization dedicated exclusively to the field of employee services.

If you are interested in donating items for the auction, contact Chuck Bouchard, RVESRA, at (561) 398-0401 or (603) 755-2004.



Employee Stores
Community Services
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Dependent Care
Recreation Programs
Recognition Programs
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Travel Services
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Wellness

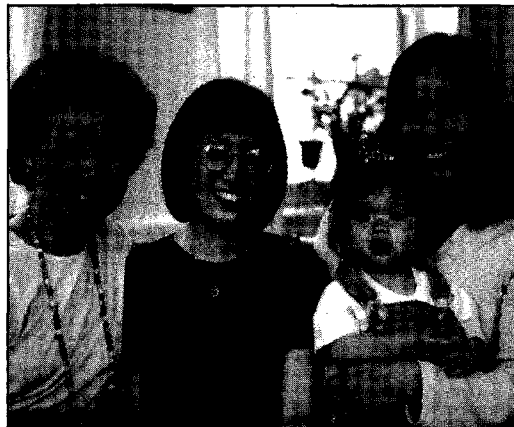
Piece of mind

Solutions to employees' long-term care concerns

By Brian S. Vestergaard

Seventy-seven million Baby Boomers are becoming acutely aware of the necessity to plan for the financial, physical and emotional strains of long-term care as they experience, first-hand, the turmoil involved in taking care of an aging parent. Many Americans believe that their health plan or Medicare/Medicaid will protect their families against the high financial costs of long-term care. However, health plans do not generally cover these

costs and Medicare covers very little in the way of long-term care. Although Medicare pays for either short-term, skilled, nursing-home care following hospitalization or partial skilled, at-home care for home-bound individuals, it does not pay for ongoing assistance, or the kind of custodial care that many may need. It is only after a family has depleted their own assets that Medicaid will cover



long-term care services, and the type and location of care are usually limited.

Your family deserves the best

Even though long-term care insurance has been available since the 1960s, its prevalence and stature in the insurance market have only grown steadily in recent years. As Americans live longer, there is an increased need for assis-

The 10 Components



tance. Because the nuclear family is now dispersed, family members are rarely available to take on the caregiver role, further necessitating the need for professional services. This demand for services has dramatically increased the cost of care. Private, long-term care coverage helps employees manage the cost of care and provides the widest choice of long-term care services.

Saving for the future

The average rate for nursing-home care is approximately \$125 a day. The cost of a one-year nursing-home stay averages \$50,000 and, currently, the average stay is approaching two-and-a-half years. Add the \$15,000 estimated annual cost for home care for the chronically disabled and it is easy to see how long-term care, without appropriate planning, can be financially devastating. When you realize that 40 percent of those receiving

long-term care today are between the ages of 18 and 64, the need for financial resources becomes even more necessary and immediate.

A sense of security

Many employers are now making long-term care insurance available as a voluntary benefit. Group programs typically provide comprehensive coverage of home care, assisted living, hospice, nursing homes, and adult daycare. Covered services can range from unskilled custodial care and housekeeping services to skilled nursing care. A range of benefit

dollar choices is also available that allows employees to choose the plan that is right for them.

Choosing a carrier

The insurance carrier you select should have substantial tenure (at least 15 years) in the long-term care insurance marketplace. Additionally, the underwriting company should be a leading provider of such benefits and demonstrate strong, stable financial ratings from the main rating agencies, such as Standard & Poor or A.M. Best. By selecting insurance carriers and underwriters with a proven track record in the long-term care field, you ensure that your employees will have the care they need when they need it.

Conclusion

Long-term care insurance deserves your immediate attention, whether you are 26 or 62. A well-thought-out program and appropriate employee education can mean the difference between a comfortable future and one filled with angst and financial discomfort. Long-term care options are available to all Employee Services Management (ESM) Association member organizations via the voluntary benefits provider, ESM Employee Preferred. To learn more, contact Jamie Kelly, manager of member services, ESM Association Headquarters, Oak Brook, IL, at (630) 368-1280 or jamie.kelly@esmassn.org. **esm**

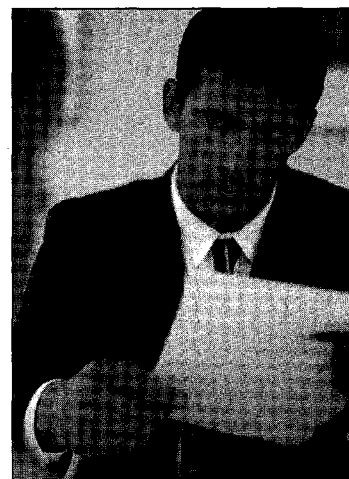
Brian S. Vestergaard is assistant vice president of CNA's Group Long-Term Care Division, Chicago, IL.



Trimming the fat

Will you survive the job cuts of the slowing economy?

By John A. Challenger



The slowing economy and announcements of job cuts have left workers wondering what they can do to minimize their chances of being laid off. At the same time, employers are finding that cutting experienced employees to temporarily solve bottom-line woes can have a negative impact on competitiveness, customer service and productivity. Therefore, a clear picture has emerged of who the winners will be in the tightening job market. Here are the attributes of eight types of workers who are most likely to retain their jobs and receive top compensation during the economic slowdown.

Border Crossers. Cost-conscious employers, especially those with smaller firms, often cannot afford to hire specialists. Employees who display flexibility and perform several tasks well can do the jobs of two or more employees, saving payroll dollars.

Trouble Seeker. These employees adopt an employer attitude toward problem-solving by seeking out challenging assignments. Individuals who gear their work lives in this direction can make themselves untouchable during a downsizing or reorganization.

The Great Facilitator. Today, diversity is more than a buzzword. Companies value employees, at all skill levels, who can create bonds among groups. The ability to resolve conflicts often comes from experience in community and volunteer work. Companies will rely on coalition builders in an increasingly team-oriented workplace.

Non-Stop Students. Enthusiastic employees who are eager and quick to learn—especially in the areas of technology and global business—are more likely to find a secure niche within their compa-

nies. Employers value an employee who uses new information to enhance the job.

Clockless Workers. These employees make themselves available for problem solving by adopting a clockless workday. They demonstrate a willingness to work within management's style, displaying an understanding of the competitive pressures and making the company's concerns their own.

Job Vacuum. These employees sweep up extra tasks without being asked. They display a strong work ethic and a willingness to tackle

jobs that many others would find unattractive. Management is likely to take note of such commitment and selflessness in a time of reorganization and change.

Un-retirees. Older workers, many of whom retired but are returning to work, will be highly sought after in a slowing economy. These seasoned veterans need little, if any, training and many are willing to work part-time, lowering companies' payroll costs. Despite fewer hours on the job, these experienced workers can equal the output of two full-time, entry-level workers.

Self-managers. These are employees who have the discipline and skills to impose a mea-



sure of self-management to their jobs and, as a result, are virtually untouchable. Typically armed with education as well as access to technology, self-managers often communicate directly with supervisors, cutting the need for layers of bureaucracy and saving valuable time. **esm**

John A. Challenger is chief executive officer of Challenger, Gray & Christmas, Inc., an international outplacement firm in Northbrook, IL. Challenger can be reached at (312) 332-5790.



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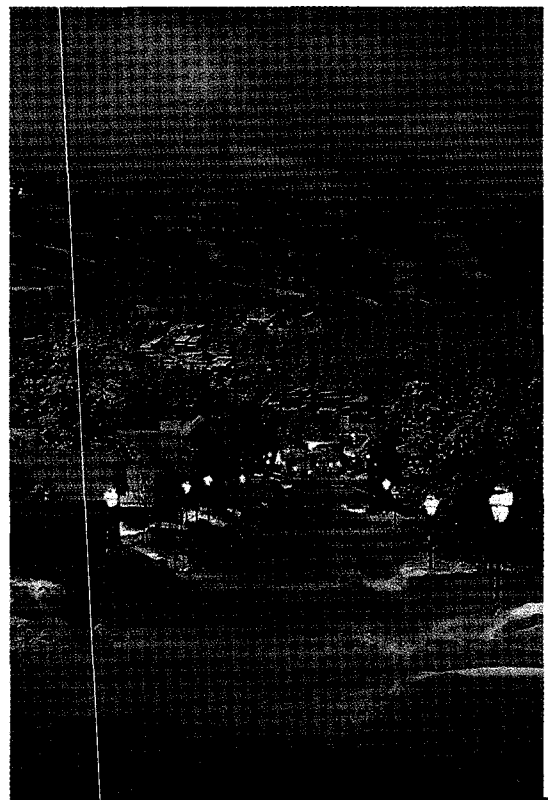
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Getting your point across

Tips for better PowerPoint® presentations

By Charles W. Coker

Employee services providers are frequently asked to accumulate, classify, quantify and present material to management that justifies their programs. An approach that quickly gains control and commands the audience's attention is most influential. One of the best presentation tools is Microsoft PowerPoint®. This computer program allows you to create presentation materials that turn an ordinary speech into a memorable event. Here are some quick tips for maximizing the features of PowerPoint®.

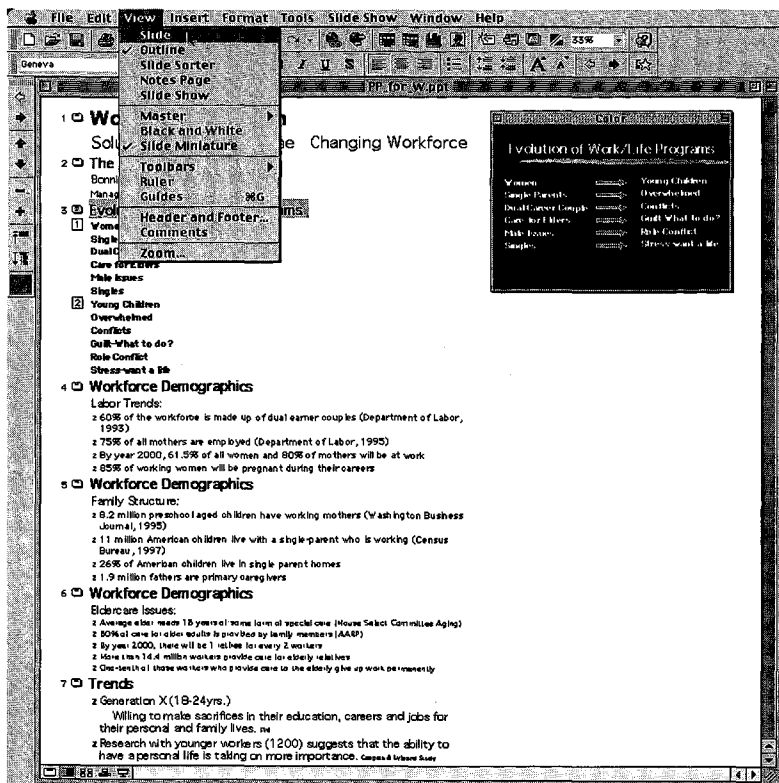
Viewing and printing

Begin by deciding on a presentation method. PowerPoint® permits the use of a computer for screen projection as well as the creation of 35mm slides, transparencies, handouts, and speaker's notes.

When viewing a presentation on a computer screen, notice the outline on the left panel that provides a summary of each slide. The presenter uses this format during the creative process. To view the slide in formal presentation mode, choose Slide Show or View from the menu bar (Chart A).

Go to File on the Menu Bar and select Print to view several options for printing a presentation including slides, handouts (with the option of displaying several slides per page), notes pages, or outline format. Choose the one that best fits the presentation's purpose. For example, if you would like the audience to follow along without

Chart A



taking notes, choose six slides per page. If you want them to take notes, choose three slides and provide white space for notes.

When creating transparencies, choose one of two print options: print individual slides one page at a time directly to a printer with transparency capability, or print hard copies onto printer paper and then make transparencies on a copy machine.

Getting noticed

In the Format menu, choose Apply Template Design (this also is available when the program is first opened) to browse template options. Choose one that is appropriate to the audience, making sure that the graphics and headings complement the main points in the speech. Avoid using industry terms that only experts in the field will understand.

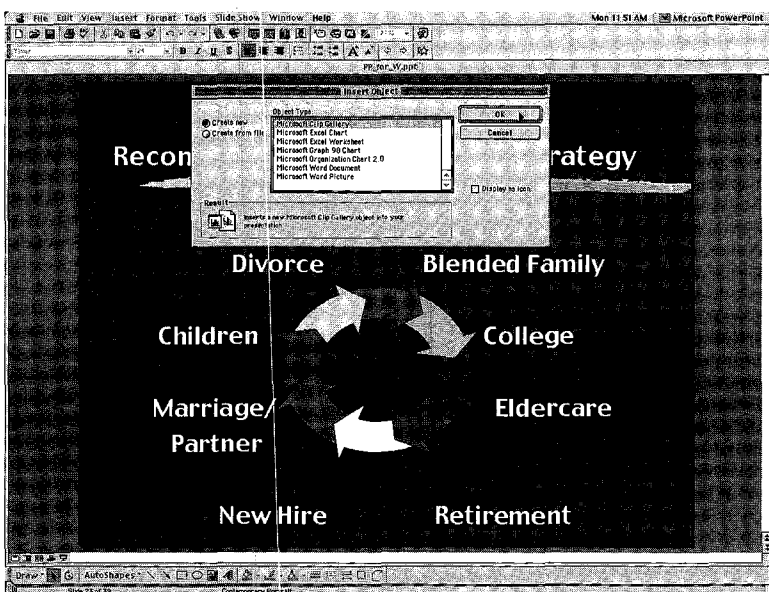
Consider the size and shape of the meeting room. Whether presenting at a desk, in a small boardroom or large ballroom, the monitor or screen should be large enough for everyone to see and read from all areas of the room. If there is any doubt of visibility, reduce the amount of material on each slide and use larger fonts (see Format menu). Certain fonts are more difficult to read from a distance than others. Avoid sans serif fonts, which have soft corners (see Format menu). Also, the colors of the background and lettering should distinctly contrast one another (see Format menu). For example, avoid using white letters on a yellow background.

Practice the presentation in front of a trusted friend or coworker. Choose someone who is willing to honestly critique your work. Ask if the message is clear. Even when Spell Check is used (see Tools menu), it is wise to have another person verify grammar usage.

Advanced features

PowerPoint® offers hundreds of tools that help make presentations more dynamic:

Chart B



- For better print contrast when printing black and white handouts, create them in **PowerPoint's black and white format**. Do so from the View menu or in the bottom left corner of the Print menu, which can be found under File.

- Your presentation can be saved in a **web page format** (under File menu) or set up as a **hyperlink** (Edit menu).

- Slides that are similar in appearance can be copied, pasted into other locations and modified as would a text document (see **Edit menu**).

- On the View menu, use the **Header and Footer option** to tag the presentation for future reference. Include the date, topic and name of event for which the presentation was used.

- View the entire presentation at once using the **Slide Sorter option** on the View menu. This feature also allows the presenter to click and drag a slide from one place to another.

- Use the **Insert menu** to import a variety of program enhancements onto the presentation pages such as: text boxes, tables, graphics, slides, movies, and even charts created in other programs such as Microsoft Excel® (Chart B).

- On the **Slide Show menu**, there are over 40 options for transitioning from one screen image to the next including fading in or out, breaking apart, and moving to the right or left, or top or bottom. All are available at slow, medium or fast speeds.

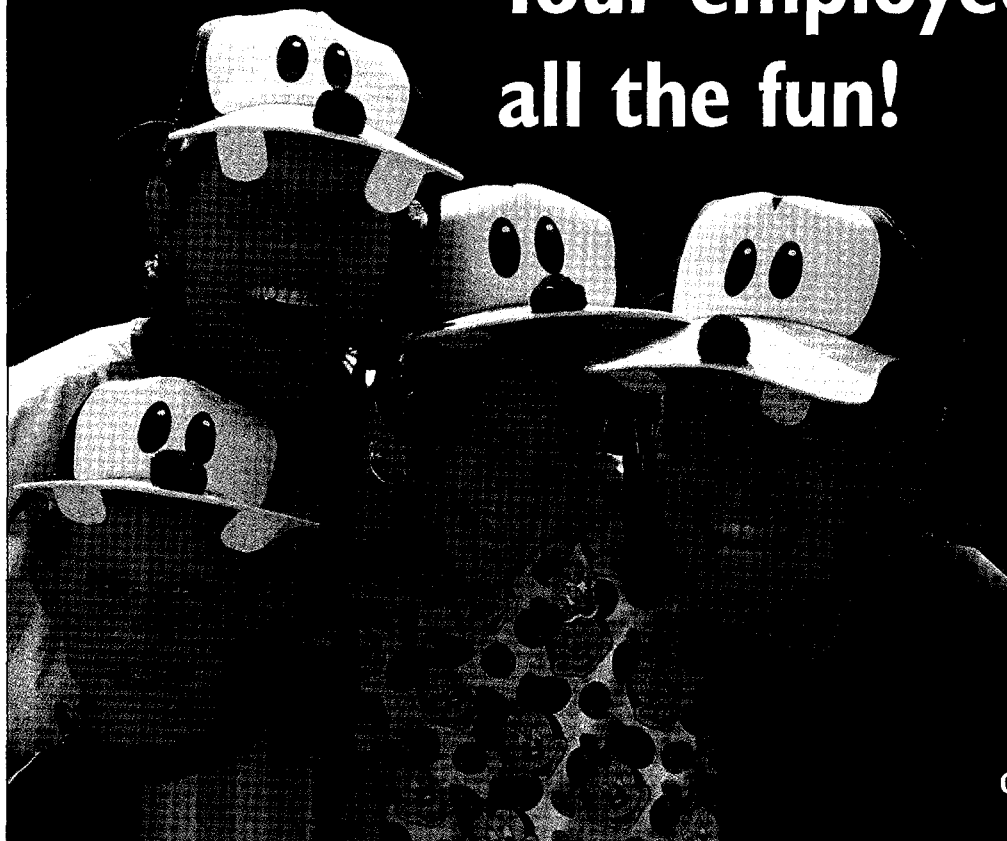
- Time the presentation using the **Rehearse Timings option** on the Slide Show menu.

Conclusion

It will take some practice before you feel at ease with PowerPoint®. Once you get the hang of it, the program will allow you to communicate in a concise and entertaining manner. As you become proficient, seek more creative formats for attractively presenting your materials. **esm**

This article was provided by the Incredible Speakers Bureau, Orlando, FL. Charles W. Coker, Ph. D., is a consultant, trainer and speaker for LifeThrive Performance Systems, Inc., Jacksonville, FL. He may be reached at (904) 220-8113 or cwcoker@cybermax.net.

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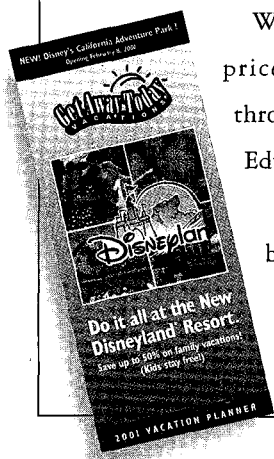
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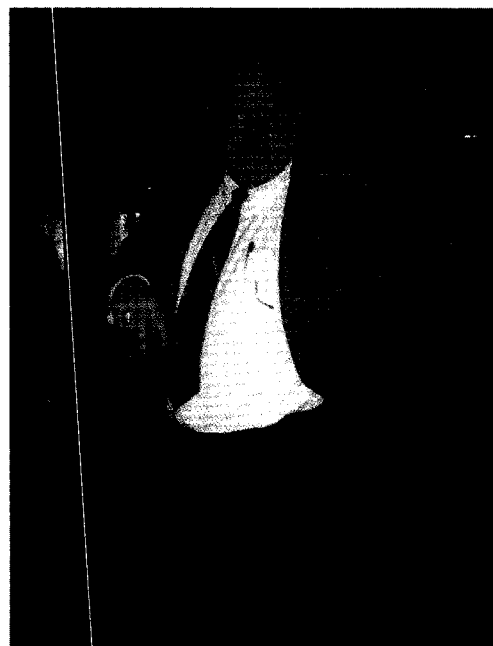
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Reeling Them in

S.C. Johnson uses employee services to lure top talent

By Renee M. Mula, editor

As manager of employee services for S.C. Johnson, Racine, WI, Jim Malone is pumped up after giving a potential hire the grand tour of his company's employee service facilities, including Armstrong Park, the company's private, 146-acre grounds complete with childcare and recreation centers. The tour is part of the household-product marketer's highly-competitive recruitment process, where top talent are courted first by the Human Resource Department and then by the Employee Services Department.



On the job: Jim Malone, manager of employee services for S.C. Johnson, Racine, WI.

"We have to compete with other brands on the shelf and quality employees help make that happen. Therefore, we make an extra effort to showcase the services that help employees balance work and personal life," Malone says. "In fact, upon a second interview, we like to talk with our prospect's immediate family and show them our program as well. At S.C. Johnson, employee services exist to help the company uphold its reputation as an Employer of Choice."

The recruitment process

The courting process begins when the Human Resources Department's hiring manager requests an employee services tour for a hot prospect. Malone determines if the person has a hobby, favorite sport, and/or children. The tour is then customized to best fit the interviewee's needs.

After a long day of interviews with the hiring manager, human resource generalist and departmental team, the prospect takes the employee services tour. It begins with a brief history of the company's employee association, Johnson Mutual Benefit Association (JMBA), as well as a tour of Armstrong Park's Recreation and Fitness Facilities and Aquatic Center. "The message we want to convey is that you can do a lot in your discretionary time here at S.C. Johnson," Malone contends. "The tour is tangible evidence that the company promotes a life outside of work."

Something for everyone

The prospects' reactions to the facilities are consistently ones of amazement over the services provided—especially when considering that S.C. Johnson is a relatively small company with 4,000 U.S. employees and 10,000 worldwide. "Over time, it's easy to take for granted what we have here," Malone says. "Seeing the prospects' reactions pumps me up and makes me appreciate what we have all over again."

S.C. Johnson prides itself on quality employee services programs that offer something for everyone. The company's four fitness centers are always busy. The onsite physical therapist and personal trainer are big draws. Kickboxing and spinning classes are popular with the younger employees, while basket making is a favorite among the older crowd. Other popular activities include self-directed programs such as men's, women's and retirees' golf leagues. When it comes to intramural sports, Malone observes that tennis is making a comeback; basketball and volleyball are going strong; and racquetball and squash are on the decline.



S.C. Johnson employees enjoy an aqua class in the Aquatics Center at Armstrong Park, Racine, WI.

Seeing results

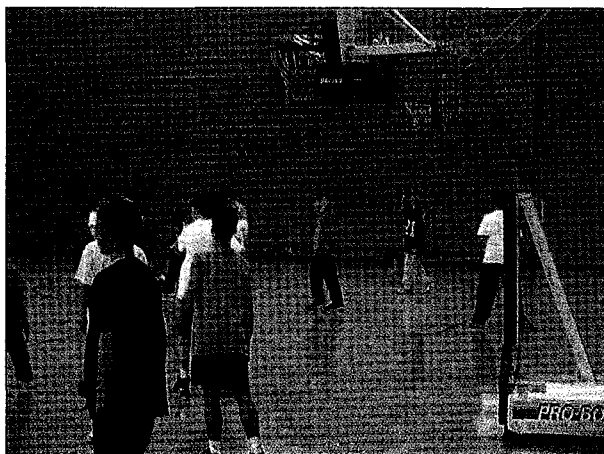
The Human Resources Department does not seek Malone's opinion on candidates, nor are hard facts collected to prove that the employee services tour makes a difference in a candidate's decision to join the company. Instead, Malone measures success by what he sees. "Many of our employees have purchased homes near Armstrong Park to make it more convenient to use the facilities." He also sees it as positive that he is asked to perform an average of four tours each week. Add to this the programs' high participation numbers, and Malone knows success is in hand.

Malone considers the employee services tours a part of S.C. Johnson's human resources function. The Employee Services Department remains in close contact with the Human Resources Department, keeping the hiring manager apprised of the latest employee



The employee store offers workers the convenience of onsite shopping.

Reeling Them In



Family members of S.C. Johnson employees are invited to use the company's facilities.

services programs. The Human Resource Department provides all job candidates with a list of the company's employee services, regardless of how hot a prospect they may be. According to Sheronda Glass, assistant human resources manager of corporate human resources at S.C. Johnson, "The employee services material provided to prospects is one of our top recruiting tools. It is easy for new employees to feel lost once they are hired. Our employee services program gives them a place to go where they can feel like they fit in immediately." She speculates that these services could very well be a contributing factor to S.C. Johnson's low turnover rates. The average tenure is five years in the Marketing Department and an astounding 25 years in the Research and Engineering Department.

Proving value

Employee services are closely aligned with S.C. Johnson's corporate philosophy of a commitment to supporting, encouraging, developing and strengthening its team of employees. According to Malone, "Every company has a people component to their philosophy. This is where employee services reside. Employee services providers need to leverage that commitment by understanding the company's goals and being aware of the strategic plan."

The Employee Services Department adds the employee-relations perspective to S.C. Johnson's recruitment efforts. During college campus recruiting, an employee services representative is present to promote the perks of being a S.C. Johnson employee. The employee services staff has also helped boost morale during times of corporate transition. When the company recently acquired DowBrands, Inc., a home care and home food management business, S.C. Johnson

not only gained new products, but also new employees. The Employee Services Department provided the new employees with orientation to S.C. Johnson's corporate culture, helping them become a part of the family. "Even when times get tough, the elimination of our department has never been discussed because it is so interwoven into the fabric of the company. Upper management knows the employees would go ballistic if their employee services were taken away," Malone says.

Other recruitment efforts

Employee services are just one of S.C. Johnson's recruitment strategies. Glass mentions that, in addition to providing work/life programs and employee resources, a sound compensation and benefits package and room for advancement are also important. "Employees need to know how they can succeed in the company," she explains. The company also provides other value-added components to the work experience. For example, the finance group is planning a trip to England for a team-building excursion to foster out-of-the-box thinking. The company also sets sales objectives that motivate employees to be productive and creative in meeting company goals.

Conclusion

In today's tight labor market, employers are seeking creative recruitment strategies to set them apart from the competition. Since employee services are a large part of S.C. Johnson's corporate culture, it makes sense to give prospective employees a tour that demonstrates life at S.C. Johnson. Prospective employees are always enthusiastic about the services offered. While interviews determine corporate fit, the employee services tour determines whether or not the prospect will fit into the corporate culture—another great method for recruiting and retaining the best talent. **esm**

Renee M. Mula is editor of Employee Services Management (ESM) Magazine. She may be reached at (630) 368-1280 or reneemula@esmassn.org.

employee services management

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Community Services

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Voluntary Benefits

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Employee Services Management (ESM) Association, formerly the National Employee Services and Recreation Association (NESRA), is a nonprofit association that serves as an information resource network for over 3,000 members nationwide. These members are responsible for implementing and maintaining a diverse range of employee services. ESM Association believes that employee services, as practical solutions to work/life issues, are essential to sound business management. These programs improve relations between employees and management, increase overall productivity, boost morale, and reduce absenteeism and turnover. The association produces a magazine, *Employee Services Management*, offers resource information, hosts a National Conference & Exhibit and has nearly 50 local Chapters, plus much more.

To receive information about becoming a member of ESM Association, contact:

Jean Wilson, Director of Member Services
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NESRA

Aiding Interns

Maximizing the benefits of your internship program

By Veda E. Ward, Ph.D., CPRP, and Rachel Keller-Lozano

Today's students are surrounded by a wide variety of stimuli. While some students plunge straight into the working world after college, others punctuate their education with training, starting a family or traveling overseas. As a result, highly diverse learning experiences are a necessity to keep students actively engaged in their field of study. Most universities require students to perform an internship so that theories learned in school can be integrated with practices learned in a work environment. The academic goal is for students to have high-quality learning experiences where specific, measurable outcomes are achieved through the design, implementation and evaluation of employee services programs. The organization benefits from the intern's energy, creativity and enthusiasm as it is applied directly to the business. The next time you have the opportunity to provide an employee services internship, consider the following ideas to add pizzazz to your program.

Building an infrastructure

When developing an internship program, it is important to build a corporate infrastructure that supports student learning and maximizes future internship experiences. If the following internship program features are not already in place, consider having the intern undertake them.

- Establish an internship manual including past projects and future concepts for implementation.
- Develop a website for prospective interns with links to specific majors or academic programs tied to your organization.
- Design meet-the-intern activities to fully integrate the program into the corporation.
- Establish an intern work area that includes a state-of-the-art workstation and a photo collage of past interns.
- Design a list of website links to sources of employee services research and benchmarking.
- Create a formal evaluation procedure for the overall internship program as well as the intern's own experiences. Provide feedback mechanisms.

Program enhancement

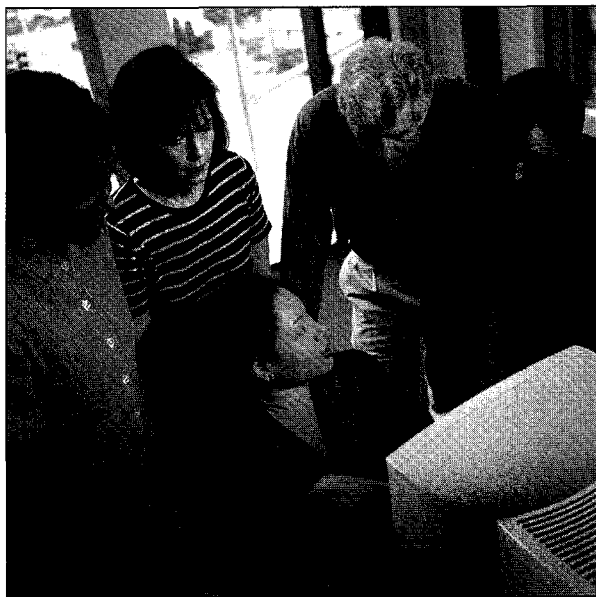
Some components of the internship program become so popular that they are repeated each year. Yet, even those programs may eventually lose steam. Allow the interns to take an objective look at all existing corporate programming. Encourage them to develop new, fun, intergenerational, or technologically-advanced program enhancements.

- Form chat rooms or discussion groups to help measure the success of your programs.
- Once reactions to events are gathered from participants, write them up in the company newsletter.
- Add new dimensions to community service projects. For example, a love-thy-neighbor program could be instituted that would garner supporters and collaborators for fund raisers, blood drives, emergency relief, and more.

Program development

Interns are often sought after because of their exposure at college to cutting-edge information, ideas and technology. Maximize these skills by having interns interview employees to determine the awareness of the employee services currently provided and their desire for new programs. Using research skills and theories of data collection, the interns can provide an analysis of their findings and offer suggestions for new programs.

Before assigning interns the responsibility of developing new program ideas, you must lay the groundwork.



- Provide a thorough, written rationale for the need for the new program.
- Clearly define the target audience.
- Provide access to information on similar model programs. Employee Services Management (ESM) Association peers make great resources.
- Allow for adequate time to research and pilot new ideas.
- Define an appropriate budget to cover the scope of the project.
- Assign a staff member to approve decisions and encourage progress.
- Have interns job-shadow employees from different departments to learn about the organization from several perspectives. This way, it will be easier for them to assimilate how the new program will affect all employees rather than a select few.

Program evaluation

Rather than simply handing out a survey following an activity or program, commission the interns to conduct a focus group and report the findings to your advisory board. They may also serve as a non-threatening, non-biased party for obtaining the opinions of non-participants. Ask the interns to suggest methods for gaining the participation of this valuable group. Encourage creative suggestions and out-of-the-box solutions.

Interns can bring new energy to projects, but beware of setting them up for failure. Avoid responding to their ideas with, "We tried that, and it did not work." Innovation and open-mindedness should be encouraged across the board—not just in areas where an intern is at work. Your organization will reap the rewards of a more enthusiastic and involved workforce.

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Aiding Interns



Conclusion

The key to successful internships lies in the investment of time and the formulation of a learning plan that is beneficial to the student and the organization. Combine exciting and intellectually stimulating assignments with accountability. In doing so, students will leave your internship prepared for life as a full-time employee and an asset to any organization.

esm

Veda E. Ward, Ph.D., CPRP, is the chairperson of the Department of Leisure Studies and Recreation at the California State University, Northridge, CA. She has focused her research on gender, aging and higher education. Rachel Keller-Lozano is a senior intern and officer for the Recreation Majors Association at California State University. In addition to majoring in Leisure Studies and Recreation, she has five years experience in hospitality, tourism, human resources and concierge services. For more information on internships, e-mail Ward at veda.ward@csun.edu.

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60th Annual Conference & Exhibit

April 8-12, 2001

The Fairmont Hotel, New Orleans, LA

Sunday

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New Delegate/New Exhibitor Attendee Session 4:00 - 5:00 p.m.

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Chapter Leader Forum 8:30 - 11:00 a.m.

The Secrets of Successful Chapters

Learn the current ESM Association chapter structure standards and innovative programming ideas to enhance your leadership. A panel of knowledgeable chapter leaders will demonstrate proven methods for training an effective board of directors and maintaining a healthy chapter budget. Legal issues, chapter liability and group exemption will also be discussed.

During this workshop, ESM Association chapter leaders are invited to share successful programming ideas, including membership drives, educational sessions and social events. The exchange of proven techniques and discussion of hot topics will provide a cache of creative ideas to draw on throughout the year. Participating chapters must submit a completed chapter networking form prior to the conference.

- Panel of ESM Association chapter leaders

Employee Store Super Session 8:30 - 11:00 a.m.

Your Store: The Secret Weapon

While your store offers savings and convenience to company employees, it has the potential to build a positive company image. Learn how to:

- build customer satisfaction
- deepen relationships with your most loyal customers
- make your employee store a major retention force

- Lynne Schwabe, owner, Lynne D. Schwabe & Co.

Member Services Session 8:30 - 11:00 a.m.

Getting the Most from Your ESM Association Membership

Are you using the resources of your ESM Association membership to their full potential? Take your programs to the next level by fully utilizing ESM Association's national network of experts and programming resources. Among the many ESM Association benefits to be discussed are:

- learning how to use ESM Association's Member Profile to generate precise and in-depth benchmarking information
- contributing your professional knowledge as an author for *ESM Magazine*
- utilizing each segment of ESM Association's online Member Resources

Unleash the recruitment and retention power of employee services with your ESM Association membership.

- ESM Association Headquarters staff and member representatives

Exhibitor Education Session 10:00 - 11:30 a.m.

What Could You Possibly Teach Me?

You have been working trade shows for years. Is there anything new to learn? The answer is yes! Your business has changed over time and so should your exhibiting techniques. In this session, you will learn:

- the three best qualifying questions
- how to gain information for an effective follow-up
- when the trade show really ends
- how to generate business from your trade show leads

This session is valuable for both veteran and new Exhibitors.

■ Margit Weisgal, CME, MAS, president, Sextant Communications

Opening General Session 1:00 - 2:30 p.m.

So You Think You've Got Problems? Think Big!

Because implementing a cutting-edge employee services program can be a challenge, a different perspective may be necessary to find the solution. Over the past 17 years, John and Greg Rice have become international media celebrities, appearing on countless network television shows. Starting their business careers as door-to-door salesmen while still in high school, they built a successful real estate business throughout the 1970s and 1980s. The brothers have used their early work experience to become two of this country's most-recognized experts in sales and marketing. Their business success and commitment to children's charities and community is extraordinary. However, when you combine these accomplishments with the fact that at three feet tall, the Rice brothers are in the *Guinness Book of World Records* as the world's smallest twins, their success story becomes more amazing. John and Greg will make you laugh and challenge you to think big.

■ John and Greg Rice

Strategic Networking Forums 2:45 - 4:15 p.m.

Participate in the following discussions with your peers in these interactive learning discussions. Take this opportunity to learn effective programming ideas firsthand, from the experiences of fellow ESM Association members.

- Company Programs for Singles
- Lunchtime Seminars
- The Secret Weapon of Recruitment: Employee Services
- Programming for the 24/7 Workforce
- Ask the Experts: Seek and Find Solutions for Your Specific Issues
- Shortcuts for Employee Services Websites
- Community Services—The Next Generation
- Employee Services as Work/Life Initiatives
- Revenue-Generating Programs for Employee Associations

■ Alan Benedeck, Alan Benedeck Associates

Exhibit Hall Grand Opening 4:30 - 6:30 p.m.

ESM Association's Exhibit Hall lets you see and test the latest products and services offered by a multitude of Exhibitors. The Exhibit Hall puts you in contact with suppliers of captivating employee programs, innovative products, convenience services and discount opportunities. ESM Association's network of Exhibitors can help employee services providers create programs that will attract and retain top talent.

Evening Social Function 7:00 p.m.

Experience the Best of New Orleans

Spend the evening in New Orleans with other conference attendees. Choose from the following optional social opportunities*:

1 Ghosts and Spirits Walking Tour 7:00 - 9:00 p.m.

Explore the scenes of grim and ghastly events from the past in the old French Quarter. Tour guides will provide an eerie, chilling and fun-filled adventure.
-includes tour and two nightclub stops

2 Dinner at K-Paul's Louisiana Kitchen 8:30 p.m. seating

Serving dishes with only the freshest seasonal ingredients, Chef Paul Prudhomme's menu is always superb. Enjoy a gourmet three-course Creole dinner.
-includes meal and transportation

3 Harrah's Casino Excursion 7:00 - 11:00 p.m.

Harrah's New Orleans has the games you want to play: slot machines, blackjack, craps, baccarat, and poker. The casino has Mardi Gras floats, a five-story oak tree and a life-size pirate ship that features a thunderstorm sequence.
-includes transportation

*Additional fee is required. Advance registration form will be included with your registration confirmation.

tuesday
april 10th

ESM Select Forum 7:15 - 8:45 a.m.

Selecting "New Cheese" in Today's Rapidly Changing World of Employee Services

This session will offer a unique opportunity for ESM Select members to interact with their colleagues while enjoying a stimulating discussion on the topic of change. Michael P. Scott will facilitate a discussion of the best selling book *Who Moved My Cheese?* by Spencer Johnson, affording ESM Select members the opportunity to exchange ideas regarding the changing face of employee services. Learn how to select new cheese by accomplishing strategic goals that allow you to further position your organization as an employer of choice in today's highly competitive labor market.

■ **Michael P. Scott, president, Empowerment Unlimited, Inc.**

Concurrent Sessions 9:00 - 10:15 a.m.

1 Best Practices: S.C. Johnson Wax Employee Services Case Study

The Best Practices Session will explore the development, implementation, innovation, and evolution of employee services at S.C. Johnson Wax based on its company culture and employee demographics.

presented by:



2 Getting the Boss to Back You

Before your employee services programs can make an impact, management must understand how your job and department benefit the well-being of the organization. In this session, you will learn:

- the three skills needed for management to understand and support your program
- how to generate awareness of your program among your employees
- how to justify your program

■ **Margit Weisgal, CME, MAS, president, Sextant Communications**

3 Getting Customers into Your Store

Employee stores have a ready-made customer base. However, keeping these customers coming back for more is another issue. Find out:

- how to plan activities around your customers
- specific ideas for in-store events
- traffic-building opportunities
- how to have fun throughout the process

■ **Lynne Schwabe, owner, Lynne D. Schwabe & Co.**

4 The Business Case for Recognition: Three Essential Keys for Measuring Potential Impact

This interactive workshop will address the three key components in developing a business case for a company-wide recognition program. Examine the areas affected by a recognition program: administration, employee impact, performance improvement, and more.

sponsored by:



■ **Kim Smithson, vice president of performance services, Motivation Online, president, NAER**

Concurrent Sessions 10:30 - 11:45 a.m.

1 Best Practices: Prudential Employee Recreation Association (PERA) Case Study

The Best Practices Session will explore the development, implementation, innovation, and evolution of employee services at Prudential Employee Recreation Association (PERA) based on its company culture and employee demographics.

presented by:



2 Travel: Trends, Technology and Liability

Tour operators, Internet companies, nonprofit organizations, and corporate America are using travel services to generate revenue. Find out what is needed for offering travel services to your employees.

- What are the risks and liabilities?
- How can you use current technology?
- What online travel services are employees using?

This exciting session will teach you how to enhance relationships with employees, use travel as a company fundraiser, and create business partnerships that defer the costs of implementing travel programs.

■ **Mike Daly, director of business development, Collette Vacations**

3. Identifying New Skills for Managing Employee Services

We are in the midst of an employee services explosion. Today, employee services encompasses much more than recreation and wellness. It may be time to reassess your skills. Based on ESM Association's latest textbook, *Employee Services Management: Concepts and Applications*, this session will identify the key attributes needed to succeed in employee services. Discover new options for continuing your education.

■ Professor Tom Sawyer, Ed.D., Department of Recreation and Sport Management, Indiana State University

4. Impacting the Front Line

The current market conditions favor employees and thus greatly challenge both the recruitment and retention efforts of employers. Incredibly, some executives still try retaining valued employees solely through pay raises. This strategy no more guarantees employee retention than a slot machine guarantees a jackpot. This workshop will present an employee relations plan for those who recognize that an employee's primary reason for leaving an employer is not simply salary related.

■ Karen Rausch, employee services manager, Arizona Diamondbacks and Phoenix Suns

Member Appreciation Lunch 12:00 - 1:30 p.m.

All conference attendees are welcome to enjoy the Member Appreciation Lunch. This special event salutes those involved with employee services. The presentation of ESM Association's Awards of Excellence will include:

- | | |
|---------------------------------|--|
| ■ Employer of the Year | ■ Eastwood Award for Best Overall Employee Program |
| ■ Employee Store Award | ■ Innovative Program Award |
| ■ Research Award | ■ Chapter Awards |
| ■ New Certification Recognition | ■ Exhibitor Longevity Awards |

Exhibit Hall Open 1:30 - 4:00 p.m.

Strategic Networking Forums 4:15 - 5:45 p.m.

Focus your peer networking to companies of similar employee size. Attendees will separate into two groups: employee services providers working at companies with 1,000-5,000 employees and employee services providers working at companies with over 5,000 employees. These two groups can choose from the following topics:

- | | |
|-------------------------|-----------------------------------|
| ■ Volunteer Recruitment | ■ Facilities |
| ■ Staff Management | ■ Trends in Employee Associations |

Employee service providers working at companies with less than 1,000 employees will have a roundtable discussion.

■ Alan Benedeck, Alan Benedeck Associates

Evening Social Function 6:30 p.m.

Experience the Best of New Orleans

Spend the evening in New Orleans with other conference attendees. Choose from the following optional social opportunities*:

1 Natchez Steamboat/Jazz Cruise 6:30 - 9:00 p.m.

Take this Mississippi river excursion upon the steamboat Natchez into the culture and lifestyle of New Orleans. Enjoy a Creole dinner buffet and a performance by a Louisiana jazz ensemble.

-includes transportation

2 Crescent City Nights Tour 6:30 - 10:30 p.m.

Start the evening with a taste of Creole cuisine with dinner at Tujague's. After visiting two French Quarter nightclubs, end your evening with the local tradition of Café au Lait and beignets at Café Du Monde.

-includes walking tour

3 Bally's Lakeshore Casino Resort Excursion 7:00 - 11:00 p.m.

Bally's Lakeshore Casino Resort offers high-limit games and the loosest slots in New Orleans. Our table games include such favorites as: blackjack, roulette, craps, baccarat, Big Six, Caribbean Stud Poker, and Let It Ride.

-includes transportation

*Additional fee is required. Advance registration form will be included with your registration confirmation.

wednesday
april 11th

Concurrent Sessions 8:30 - 9:45 a.m.

1 Best Practices: West Group Employee Services Case Study

The Best Practices Session will explore the development, implementation, innovation, and evolution of employee services at West Group based on its company culture and employee demographics.

presented by:



2 Employee Store Automation

Learn how to assess the needs of your organization from a retail perspective and make stronger automation decisions. This session will cover:

- reducing employee training
- controlling costs with transaction security
- leveraging hardware and software standards
- increasing the return on your investment

Discover how to reap the benefits of these proven automation solutions.

■ Peter Catoe, president and founder, ECR Software Corporation

3 Health, Mind, Spirit, and Body

Do you want to get more out of life? The confidence and motivation required to fulfill your dreams can stem from how you perceive your body. Learn simple life strategies for improving body shape, job performance and self-esteem.

■ Emelina Edwards, fitness trainer

General Session 10:00 - 11:00 a.m.

Attitude: The Choice Is Yours

Attitude, not aptitude, determines your altitude in life. Attitude influences happiness, success and on-the-job results. Analyze how good, bad and ugly attitudes are communicated, and learn how to maintain a positive attitude in a negative environment.

■ Michele Matt Yanna, founder, The TRAINERS Group

Concurrent Sessions 11:15 a.m. - 12:30 p.m.

1 Best Practices: Litton Laser Systems Employee Services Case Study

The Best Practices Session will explore the development, implementation, innovation, and evolution of employee services at Litton Laser Systems based on its company culture and employee demographics.

presented by:

Litton
Laser Systems

2 Increasing the Value of Your Service Awards Program While Decreasing Your Costs

How do employees want to be recognized? How can employee recognition be maximized while simplifying and economizing your company's investment of time and money? This session will teach you how to develop a standardized awards program that will appeal to employees while decreasing employer cost.

■ Connie Argus, CLU, ChFC, RHU, manager employee & community programs, Nationwide Insurance

■ Jackie Sells, employee programs supervisor, Nationwide Insurance

3 Your Employee Services Program: Surviving Turbulence

What would happen if your company was suddenly acquired by another corporation? How should you respond to a sudden change in management or company philosophy? Corporations occasionally face adversity, and employee services must be prepared to help employees through this transition. Are your policies and procedures ready to be scrutinized?

■ Bob Crunstedt, CESM, executive director, Honeywell Employee Club of Minneapolis

■ Ralph Ferrara, CESM, manager, employee services, General Mills

■ Phil Hall, CESM, manager, employee services, Compaq Computer Corporation

4 Trends in Participatory Sports

When it comes to choosing a favorite sport, fitness or recreational activity, Americans are spoiled. According to the Sporting Goods Manufacturers Association, there are more than 100 activities that occupy the time and attention of workout enthusiasts, sports lovers and recreation seekers. Although team sports have been popular for the last 50 years, research has shown that fitness, outdoor, extreme, and individual sports are exploding in popularity. Learn what activities will be popular and which employees will be participating in them.

■ Mike May, director of communications, Sporting Goods Manufacturers Association



Exhibit Hall Open 12:30 - 2:30 p.m.

Concurrent Sessions 2:45 - 4:00 p.m.

1 Best Practices: PERA Club-Salt River Project Case Study

The Best Practices Session will explore the development, implementation, innovation, and evolution of employee services at PERA Club-Salt River Project based on its company culture and employee demographics.

presented by:



ers)
will

2 The Role of the Leader

Leadership is not merely being in a position of power over subordinates. Effective leadership involves a dynamic relationship between leaders and followers (employees). Responding to the changing needs of your organization requires effective leadership strategies. This session will use self-assessments and group discussion to:

- discover the personal characteristics and qualities needed by leaders
- develop an understanding of the leader/follower relationship
- meet the challenges of today's team-oriented workplace

■ Michele Matt Yanna, founder, The TRAINERS Group

3 Reaching Out: Community and Employee Volunteerism

Corporations understand that active involvement in the community leads to successful social and economic growth. Today's volunteer involves personal politics and interests in his or her efforts. Companies must learn to provide adequate opportunities for their employees to become involved in local, national and international volunteer programs. Learn how companies such as Prudential are making volunteer programs an integral component of their employee services programming.

Mary O'Malley, vice president, community resources, Prudential

4 Hot Tips for Holiday Parties and Picnics

Are you ready to build an unforgettable company event? This session will provide essential tips for planning and implementing special events. Hear what themes will generate employee excitement. Learn how to carry the event's theme throughout its promotion, décor, entertainment, giveaways, menu, and more. Leave this session energized and inspired by creative and innovative ideas that can be implemented immediately.

■ Peggy Kennedy, Venue Chicago Event Management

Evening Social Function 7:30 - 10:30 p.m.

A Night in New Orleans

Experience the unique culture of New Orleans at this themed social function at the Fairmont Hotel. The evening will include local cuisine and entertainment. Share one more night of fun with your ESM Association peers.

thursday
april 12th

Closing General Session 9:00 - 10:00 a.m.

Diversity in Today's Workplace: What You Don't Know

What you don't know about yourself and others. Major trends in the workplace and what you should know about them.

■ Mauricio Velasquez, president, Diversity Training Group

Closing Brunch 10:00 a.m. - 12:00 p.m.

Come join the fun of a live auction benefiting the ESM Association Foundation. Dozens of door prizes will be distributed to lucky winners.

employee services management
esm
ASSOCIATION

now more than ever

Full Name (Print) _____ Nickname _____

Position _____

Company _____ Number of Employees _____

Address _____

City _____ State _____ Zip Code _____

Phone _____ Fax _____ E-mail _____

Is this your first National Conference? ☐ Yes ☐ No

☐ Please check if you have a disability and require special services. Attach a description of your needs.

Payment method: ☐ Check (payable to ESM Association)

☐ Visa ☐ Mastercard ☐ American Express ☐ Discover

Credit card number _____ Exp. Date _____

REGISTRATION FEES: PLEASE CIRCLE YOUR CHOICE AND INDICATE THE TOTAL AMOUNT ENCLOSED.

Conference Registration Categories	Cost Prior to 3/1/01	Cost After 3/1/01
ESM Association Organization Member <i>Chapter, General, Individual</i>	\$545	\$570
Multiple Attendee Discount <i>Two or more ESM Association Members from the same location</i>	\$495	\$520
Non-Member Organization	\$620	\$670
Associate/Supplier Non-Exhibiting	\$865	\$890
College Student	\$160	\$185
Retired ESM Association Member	\$125	\$125
One-day Registration \$ _____ (day rate) X _____ (number of days) = _____ Check dates of attendance <input type="checkbox"/> 4/9 <input type="checkbox"/> 4/10 <input type="checkbox"/> 4/11 <input type="checkbox"/> 4/12	\$220	\$245

TOTAL: \$ _____

Submit a separate registration form for each person. Duplicate copies of this form will be accepted.

Advance registration will not be accepted without full payment. Mail payment and registration form to: ESM Association Headquarters, 2211 York Road, Suite 207, Oak Brook, IL 60523-2371; or fax the registration form with your credit card information to ESM Association at (630) 368-1286. If you have a question, please call (630) 368-1280.

Cancellation: Full registration will be refunded if written cancellation notification is postmarked on or before 3/1/01. After that date, a refund is not guaranteed.

All room reservations must be made **directly** with The Fairmont Hotel by calling (800) 635-4440. State that you are part of the ESM Association Conference. The ESM Association Conference room rate at The Fairmont Hotel is \$149 per night (single or double occupancy). Our room block is limited. To insure room rate and availability, please make reservations before March 1, 2001. Children under 16 will only be allowed in the Exhibit Hall on Wednesday, 4/11/01.

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Exhibiting Excellence

23 top sales approaches that will move attendees to buy your product

By Kare Anderson

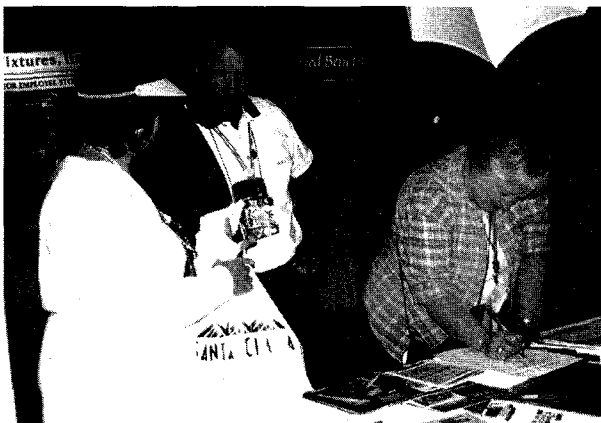
After attending dozens of trade and exhibit shows, I was surprised that less than 10 percent of exhibitors focus their message on what buyers need most—the main benefit that differentiates their product or service from competitors' offerings. Exhibits and promotional materials tend to focus primarily on the product and company name; but this won't make the sale. Credible benefit statements about your product increase the chances for a sale.

Rather than confusing attendees with an excess of information, use customer-centered, thoughtful marketing to make a fair product comparison. Offer succinct, specific, easy-to-follow comparisons that do not insult the competition. Headline the major benefits of your product, then provide detailed back-up materials. Utilize real-life customer examples to illustrate these facts. With your best foot forward, you will meet the needs and catch the eye of the serious buyer.

Top sales approaches

1. Incorporate a brief, differentiating benefit statement into your conversation. Make it relative to your two closest competitors, but never put down the competition.
2. Lead by identifying the specific benefit, rather than building up to it. The serious buyer will appreciate the specifics without the general patter heard from other exhibitors. As a result, they will listen sooner and longer.

Exhibiting Excellence



It takes only 12-15 seconds for an attendee to pause and scan an exhibit booth before deciding whether or not to consider a product.

3. Everything you say, display, point at, stand near, or offer should drive home your differentiating benefit.

4. The benefit, in its essence, should be summarized succinctly in one vivid phrase.

5. Deliver your phrase and stop. Let the buyer take charge. Allow them to freely ask questions that will allow you to recognize their interests, level of knowledge, hot buttons, and decision-making authority.

6. When responding to questions, offer real-life examples. Cite relevant and diverse customer experiences using actual quotes when possible.

7. Stay focused. Never give more than three supporting benefits.

8. Express each supporting benefit as a headline. Present them like billboard messages—short and to the point.

9. Use everyday language. Avoid jargon or industry-specific terms, even if attendees appear to understand the lingo.

10. Third party endorsements provide credible proof of your benefits. Cite three diverse customers who have little else in common but a devotion to your product and a similarity to your prospect.

11. Always link the quotes of satisfied clients to the specific benefit. Post them prominently and include them in promotional materials. Endorsements relating to specific situations are more credible and memorable.

12. Attendees take only 12-15 seconds to pause and scan your exhibit booth before deciding whether or not to consider your product. Remove all graphics, words and materials that do not relate to either the main benefit or one of the three supporting benefits. This will guarantee that attendees take in the necessary, bottom-line information.

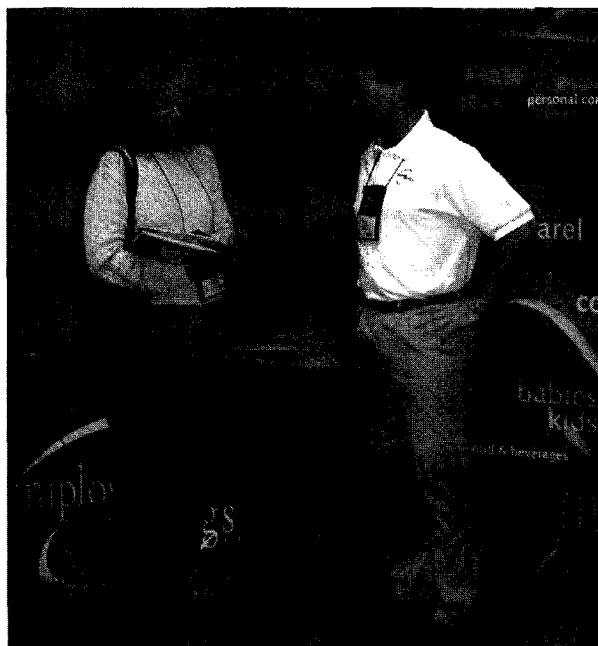
13. Place display items at varying heights to ensure that the essential visual elements of your exhibit are not blocked by booth staff or attendees.

14. Booth visuals and words should naturally guide the attendee's eyes down a path, from one message to the next.

15. Avoid opening with references to the weather, freebies, drawings, or other non-benefit-related topics. Remember to stick to your differentiating benefit.

16. Verbally and visually present a special conference offer that provides attendees with an immediate, tangible benefit and more information about your product. Examples include a free consultation or a bundle of products sold at a discounted price.

17. Keep your dress plain. Patterned clothing and accessories shorten the buyer's attention span.



Conference attendees feel more secure when exhibitors stand next to them, rather than opposite them.

18. Offer a gift to faithful customers while asking them what they like best about your product. It is a proven fact that what is said aloud is believed more deeply by the speaker. This line of questioning will solidify their loyalty to your product and help them articulate their satisfaction to others.

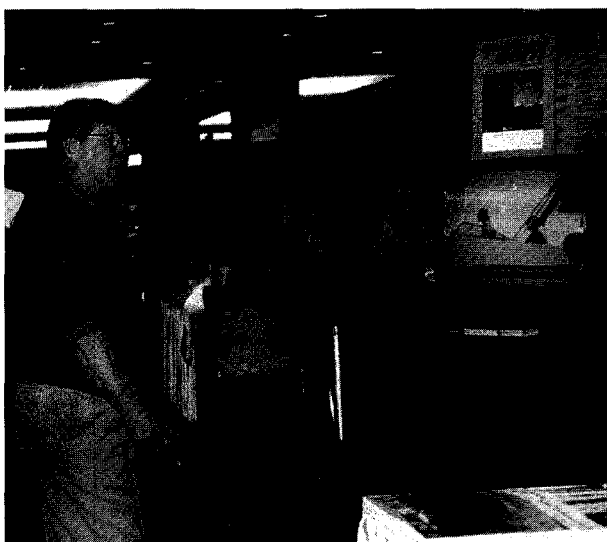
19. When meeting a prospect, find a positive quality in them. Keep this quality uppermost in your mind as you speak with them.

20. Stand at the side of the buyer. When you stand opposite someone, you are more likely to verbally oppose them. People feel more secure with each other, themselves and their surroundings when standing side-by-side.

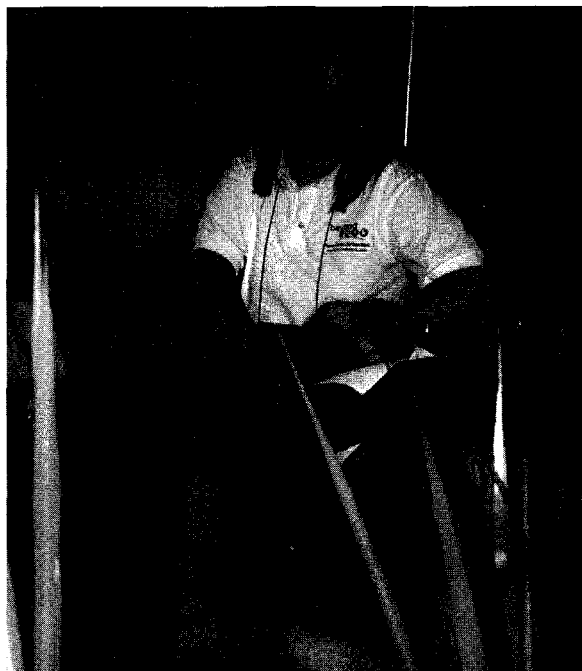
21. Try the following sales tips for making the exhibit experience more memorable:

- a. Use motion such as gestures, walking, exhibit demonstrations, and video vignettes.
- b. Relate your benefits to attendees' three core life experiences: family, work and where they live.
- c. Use the Triangling approach to agreement: Refer to one of their interests; relate your common interests to theirs; connect this to your product's main benefit.

22. Use specific, emotion-laden language when stating the positive and report the negative as neutrally as possible.



Use motion, such as video vignettes, to make the experience more memorable.



Present attendees with a special conference offer, such as a free consultation.

23. Always respond directly to a buyer's last comment. Avoid falling into a prepared speech uttered regardless of the buyer's interests or needs.

Conclusion

To make the sale, you must help attendees make informed choices and act on them quickly. Do this by clearly separating yourself from the competition. Ensure that every aspect of your behavior, booth and promotional materials reinforce your main differentiating benefit. Then, carry this theme throughout the conference. Consistency and clarity are the keys to attendees buying your product.

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Kare Anderson is an Emmy Award-winning former TV commentator, Wall Street Journal reporter and cofounder of The Say It Better Center, Sausalito, CA. She is also the author of several books including Resolving Conflict Sooner, Pocket Cross-Promotions and Beauty Inside Out. Anderson may be reached at (415) 331-6336 or kareand@aol.com.

Healthy Living

Program tips for celebrating National Employee Health and Fitness Day

By Sara Utley

National Employee Health and Fitness Day (NEHF) is a national health observance administered by the National Association for Health and Fitness, Indianapolis, IN. Companies and organizations across the U.S. celebrate NEHF annually on the third Wednesday of May, by providing special events and employee activities that promote physical fitness and healthy lifestyles. Participating companies recognize that a healthier workforce can result in lower healthcare costs, fewer medical claims, lower absenteeism, and higher productivity. Whether a one-day event or a year-round program, successful corporate health promotion begins with a comprehensive plan.

Let's Get Physical

The National Association for Health and Fitness first introduced the Let's Get Physical (LGP) program in 1997 as a component of NEHF. This interactive physical activity program is designed to help employee services providers educate workers on the importance of monitoring heart rate during physical activity and to increase the number of employees involved in moderate physical activity. Employee services providers are encouraged to structure NEHF/LGP as a six-week program to run April 18-May 29. See Chart A for a sample one-week program schedule.

Measure the success of your health promotion activities by tracking the participation numbers. To accomplish this, consider awarding prizes to participants and then tracking the number of prizes given away. Remember to issue a follow-up survey to all employees to obtain their input on the structure of the program.

Make Your Move

In response to hundreds of comments from health promotion professionals, the National Association for Health and Fitness has introduced the Make Your Move program. This incentive-based, worksite health promotion program is based on the Healthy People 2010 Objectives, a nationwide health promotion and disease prevention agenda from the Department of Health and Human Services, Washington, DC; the 1996 Surgeon General's Report on Physical Activity; and the Transtheoretical Model of Behavior Change, developed by James O. Prochaska, Ph.D., director of the Cancer Prevention Research Consortium at the University of Rhode Island in Kingston.

Make Your Move has twelve independent modules that can be used to custom-design programs 1-12 weeks in length. Incorporate the following health topics into brown-bag lunch seminars, handouts or health

Chart A

SAMPLE WEEK-LONG SCHEDULE OF EVENTS

Monday	Take the Stairs Day
Tuesday	Guess the Serving Size Day and Low-Fat Recipe Swap
Wednesday	Park Farthest from the Building Day
Thursday	Group Walk Day
Friday	Blood Pressure Screening Day/Healthy Heart Quiz

Offer small prizes for participation throughout the week. Enter participants' names in raffles for bigger prizes. Provide employees with prize vouchers each time they complete an activity.

promotion activities; or visit www.physicalfitness.org to purchase ready-to-use games, articles, thoughts of the day, and all the necessary forms to make your campaign a success.

The 12 Make-Your-Move Modules

- 1. Eating Out the Healthy Way:** Request low fat options when dining out—even if they are not on the menu.
- 2. Identifying and Overcoming Potential Barriers to Physical Activity:** Remember how good it feels to be active and choose healthy behaviors.
- 3. Strengthening Your Social Network:** Enhance work relationships by spending time with coworkers after work hours.
- 4. Eating Well on the Go:** Make a master list of healthy meals that are easy to prepare in big batches.
- 5. Finding Relaxation and Restful Sleep:** Evening exercise may inhibit sleep due to increased metabolism and activity. Try an afternoon workout.
- 6. Fad Diets:** Overemphasis on one particular food or type of food is dangerous to your health.
- 7. Preventing Fitness Injuries:** Begin new fitness activities at a low intensity, performing them for short periods of time. Gradually increase the intensity and length of the workout.
- 8. Setting Realistic Goals:** Develop an action plan for achieving goals. Outline steps for achievement, consider possible obstacles and consult outside resources.
- 9. Boosting Your Self-Esteem and Self-Image:** Exercise with the goal of feeling better, not losing weight.



Chart B

HEALTH PROMOTION ACTION PLAN

Step #1: Get Help. The best programs, events and celebrations are the work of a group of dedicated individuals.

Step #2: Develop a Plan. Plans are like roadmaps. The more detailed they are, the more likely you are to get where you intend to go.

Step #3: Formulate Outcome

Objectives. Develop specific and easily measurable objectives to determine the success of the event. For example, record the numbers of participants, exhibitors or displays, different activities, etc.

Step #4: Promote Your Programs. Use press releases, teasers and public service announcements to get the word out about your celebration.

Step #5: Be Prepared. Plan for the unexpected. If your activities are outdoors, set rain dates, or have plans for moving the activities indoors.

Step #6: Celebrate National Employee Health and Fitness Day 2001. The big day is here! Take time to enjoy the results of your hard work.

Step #7: Evaluate the Event. Take the time to count participants and get their feedback on which aspects of the event went well and which ones need improvement.

Step #8: Share Your Story. Now that the celebration is over, you have a great story to share. Write brief articles, memos or press releases and send them to local newspapers. Employees also want to hear about the success of the event; post your articles and photos on the company website and bulletin boards.

Step #9: Brainstorm for Future Celebrations. The purpose of the last committee meeting should be to brainstorm new ideas for future celebrations.

10. Increasing Flexibility: Stretching increases and maintains the range of motion of joints.

11. Making Fitness Your Lifestyle: Keep a log of physical activity as motivation to continue working out and to monitor progress. Record how you feel and note any unusual circumstances to identify problem areas.

12. Including the Family in Your Health Activities: Encourage children to participate in school activities that promote physical activity. Choose development-appropriate activities led by a knowledgeable instructor.

Communication and promotion

Spread the word through all corporate lines of communication, including posters, table tents, paycheck stuffers, e-mail, in-house newsletters, flyers, and word of mouth. Consider new communication ideas such as an in-house television paging system, group voice mail messages, invitations sent to employees' homes, or banners hung in common areas. Organize a wellness committee to recruit volunteers for events. Send a press release to local media to generate greater awareness of National Employee Health and Fitness Day. Remember to get the community involved. Team up with area businesses to expand your programs and establish healthy competition between companies. Ask the CEO and senior managers to attend the activities to show their support.

Conclusion

We all know the benefits of a healthy lifestyle. If you do not already have a fitness program, consider using National Employee Health and Fitness Day as a reason to try one. If you have an existing program, NEHF may help you reach more employees. Many great, low-cost ideas exist, and the benefits are amazing. Start planning your health promotion activities today.

esm

Sara Utley is operations manager at the National Association for Health and Fitness, Indianapolis, IN. For more information, call (317) 237-5630, e-mail govCouncil@aol.com or visit www.physicalfitness.org.

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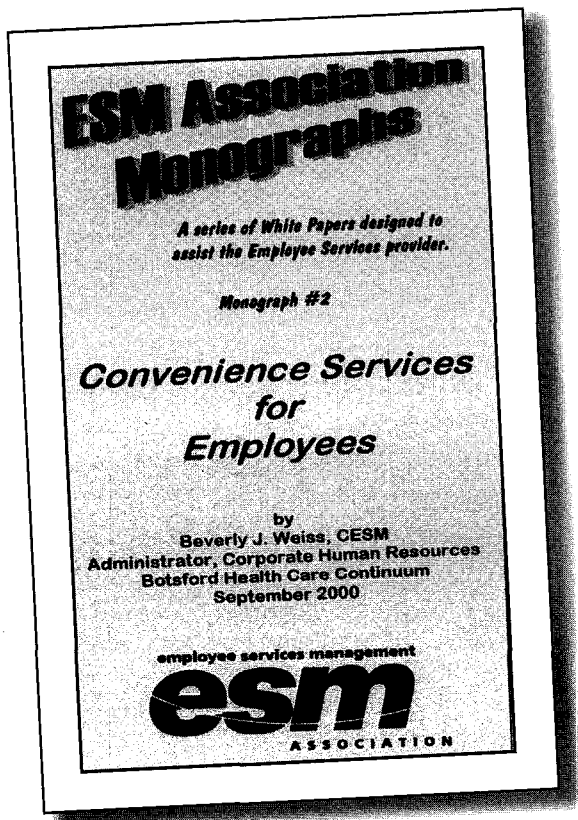
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Convenience services are a component of employee services. With employees balancing work and family concerns, convenience services act as shortcuts that help employees balance their time. *Convenience Services for Employees*, the second ESM Association Monograph, presents a multitude of convenience services ideas to implement or use as catalysts for your own ideas.

An effective program is one that is specific to the needs of your employees. *Convenience Services for Employees* will guide you through the steps of developing and implementing programs such as family care services and one-stop shopping at your employee store.

Authored by Beverly Weiss, CESM, administrator, corporate human services, Botsford Health Care Continuum, Farmington Hills, MI, *Convenience Services for Employees* explains:

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- *how to determine the most appropriate programs for your employees.*
- *outsourcing resources.*
- *the bottom-line benefits of convenience services.*

This informative brochure is free to ESM Association Members. Also read Monograph #1, *Obtaining Management Support for Employee Services*, in the Member Resources Section of www.esmassn.org.

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☐ This brochure is the second in a series of ESM Association Monographs. Please check here if you are interested in receiving Monographs on other employee services topics.

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Singling out singles

Structuring employee services to accommodate the dating game

By Michael P. Scott

Corporate America's effort to help workers juggle a job and family has left some single employees feeling overworked and unappreciated. Savvy companies seeking to establish themselves as Employers of Choice are paying closer attention to the needs of singles in the workplace. "When it comes to employee services, it is important to offer something for everyone," says David Dale, CESM, manager, employee services, Ashland Inc., Lexington, KY. "Therefore, one of our objectives in seeking top talent is to position ourselves as being single friendly."

My life is my job

In my role as an organizational consultant and speaker, I have heard many stories of singles' needs being ignored and how they often feel taken advantage of at work because of their marital status. The laments of being asked to work extra hours, while married employees are given the flexibility to leave work early if need be, are common.

"When most of an employee's waking hours are spent at work, it becomes difficult to meet people socially," says Helen Patton, supervisor II activities, State Farm Insurance Co., Bloomington, IL. "Therefore, many single employees at our company have expressed a desire to meet new people at work and through work." The challenge for employee ser-

vices providers is to effectively integrate the needs of singles into employee events and programs.

Condoning office romance

Unfortunately, the concerns over workplace sexual harassment claims have caused many organizations to abandon specific corporate initiatives designed to help singles mingle. According to a survey by American Management Association (AMA), New York, NY, 80 percent of workers know of, or have been involved in, an office romance. Dennis M. Powers, author of the book *The Office Romance: Playing With Fire Without Getting Burned*, says up to one-third of all relationships start at work with one-half of them resulting in long-term commitment

or marriage. Office romances aside, there are a number of ideas that you can pursue to ensure that single employees feel enriched and appreciated in the workplace.



1. Make Company Events More Inclusive. Single individuals are placed in a tough position when company events are geared to couples and families, as they are traditionally defined. Make a valuable investment in meeting the needs of single employees by creating programs that accommodate all types of employees. "When it comes to who an employee can bring to a company event, we even avoid using the term 'significant other,'" says Dale. "We encourage employees to bring a friend, which thereby broadens the definition beyond family."

2. Establish Special Interest Clubs. Employee clubs can provide a great avenue for nurturing the interests of all employees as well as offering an outlet for single employees to meet. Gourmet cooking, chess, reading groups, and photography clubs can be promoted to your entire workforce, while realizing that single people may have the most to gain from participation.

3. Conduct Special Interest Brown Bag Luncheons. Spice up speaker sessions by covering such topics as "How to Find the Right Mate," "A Single Person's Guide to Handling the Holidays" or "Tools for Maintaining Your Sanity as a Single Parent." When planning programs, remember the term 'single' covers a cross section of employees, including single parents, the recently divorced, widows and those in alternative lifestyles. Sensitivity to the diverse needs of these groups is vital.

4. Dating Services. Dating services are not currently prevalent as employee services offerings. However, it is likely that companies with large numbers of single employees soon will offer employee programs in partnership with established dating services. The structure of the program may be as simple as posting the offerings of a particular dating services company on the employee services website.

5. Educate managers. Managers should be required to monitor employee workload, making sure that single employees are not continually picking up the slack of coworkers who are absent from work due to family responsibilities. Managers also should be taught to assign projects under the premise that single employees require work/life balance as much as employees with families.

Conclusion

Ultimately, the key to recruiting and retaining single employees lies in quality programming and educating managers on being sensitive to the challenges faced by singles. Those who feel the extra workload and hours are always being dumped on them will ultimately look elsewhere to companies that are more single friendly. "It really boils down to this: employees who have happy personal lives and meaningful relationships will be the most productive in their work," says Patton. "Helping attune management to this fact is critical to competing in this tough labor market."

To learn more about developing a single-friendly workplace, plan to attend the Strategic Networking Forum "Company Programs for Singles" at Employee Services Management (ESM) Association's 60th Annual Conference and Exhibit, April 8-12, 2001 at The Fairmont Hotel in New Orleans, LA. See page 19 for conference information. **esm**

Michael P. Scott is a regular columnist for ESM Magazine and the author of the book Catch Your Balance and Run: Proven Life Management Strategies to Assist You in Today's Fast-Paced World. He can be reached at power2u@ix.netcom.com.



New Online Member Services

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Boosting **Morale**

CONTINUED FROM PAGE 40

Emotional, passionate employees have the potential to make a difference in the company, but they are typically not encouraged to do so in business settings where detached, cool and objective decision-making skills are considered strengths. Passionate employees shake things up and create change, which threatens stagnant employees who believe in the status quo. Passion begets persistence. If motivation, creativity and productivity are the energy boosters businesses want, then the company must create a culture that deals with the emotions this may release.

Encourage open communication and feedback

When team members are able to effectively communicate with each other, the blocks to risk taking, overcoming barriers and letting go of ego diminish. Here are 10 ways to encourage open communication and hence, effective emotion at work:

1. Take note of employees' emotional connections with work and coworkers.
2. Create an environment of openness. Encourage people to talk.
3. Make it okay to talk about emotions within the organization.



4. Provide conflict resolution training.
5. Encourage informality; functional groups tend to be more relaxed.
6. Provide team members with outlets for expressing individuality.
7. Admit publicly that not all management ideas are good ones.
8. Encourage team members to think out loud.
9. Promote the belief that laughter is good, playing it cool is not.
10. Recognize that a positive emotional connection to work makes the impossible seem possible.

Invest in passionate employees

It is estimated that today's CEOs spend half their time solving interpersonal problems among staff. It is difficult to calculate the amount of time and energy lost in this process. Once team members learn to understand and deal with emotions, the time regained can be used for accomplishing company goals. Some companies employ staff therapists or executive coaches; some provide emotional release sessions; others use team-building exercises. All of these efforts directly benefit the bottom line. Your challenge is to create a corporate culture that understands the losses suffered from negative emotions and utilizes the power of positive emotions to boost morale and productivity. **esm**

Barton Goldsmith, Ph.D., is CEO of Goldsmith Leadership Development, Westlake Village, CA. Contact Goldsmith at (818) 879-9996, barton-goldsmith@aol.com or www.barton-goldsmith.com.

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By Barton Goldsmith, Ph.D.

There is no crying in baseball

Tips for dealing with emotions in business

In the film *A League of Their Own*, when actor Tom Hanks reprimands one of his players, she begins to cry. "You can't cry...there's no crying in baseball!" Hanks responded. Business, much like baseball, is an emotional game. Feelings are everywhere. Think of the emotions generated over the stock market or the dot.coms and the dot.gones. Whether it is the World Series or an IPO, the emotions involved can be equally tremendous.

A business can generate as much emotion in its people as a team can generate in its fans. Yet, most leaders try to keep emotions out of business. Emotional team members can have a negative impact on day-to-day business. Emotions can lead to erratic performance, arguments and even refusal to work together. Egos may clash and productivity can be dramatically reduced.

Understanding feelings at work

Negative emotions can present themselves in the workplace when hurt feelings cause team members to withdraw and become unavailable to coworkers. To put it in Psychology 101 terms: humans

act out their pain. Those we work with on a daily basis become a surrogate family, and, as such, we tend to react and respond to them like family members. If the family/company possesses quality communication skills, differences can be resolved appropriately. If the family/company is dysfunctional, coworkers may act like children playing in a sandbox, i.e. your truck ran over my truck, and I'm not going to play with you anymore.

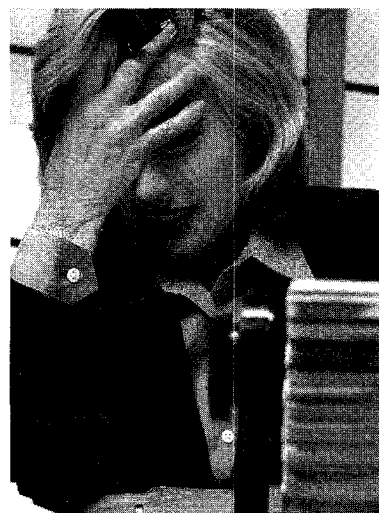
Furthermore, when people's feelings are hurt, they may become saboteurs by not contributing at meetings, missing deadlines and even unwittingly offending clients. Since the subconscious controls 90 percent of our actions, these

may be unconscious behaviors. Whether conscious or not, if unhealed emotions are not addressed, companies can experience significant losses in their personnel, customer base, financial success, and market positioning.

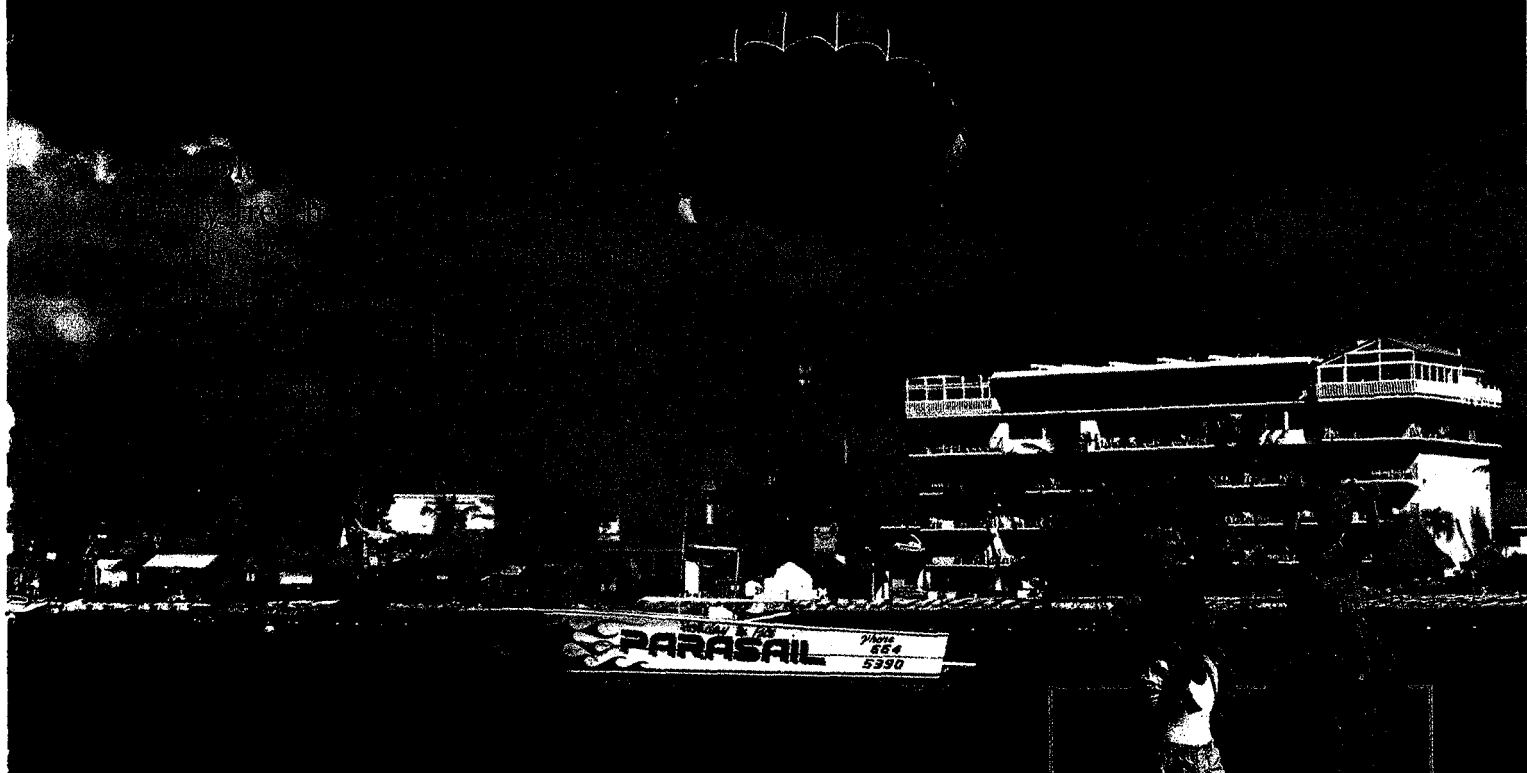
The keys to motivation

Businesses want motivated team members, so they spend time and money motivating staff to build a passion for work. Yet, passion is emotion. On one hand, companies work to create feelings to motivate employees; on the other, they attempt to suppress them so egos do not clash. A healthy work environment requires a balance of emotions.

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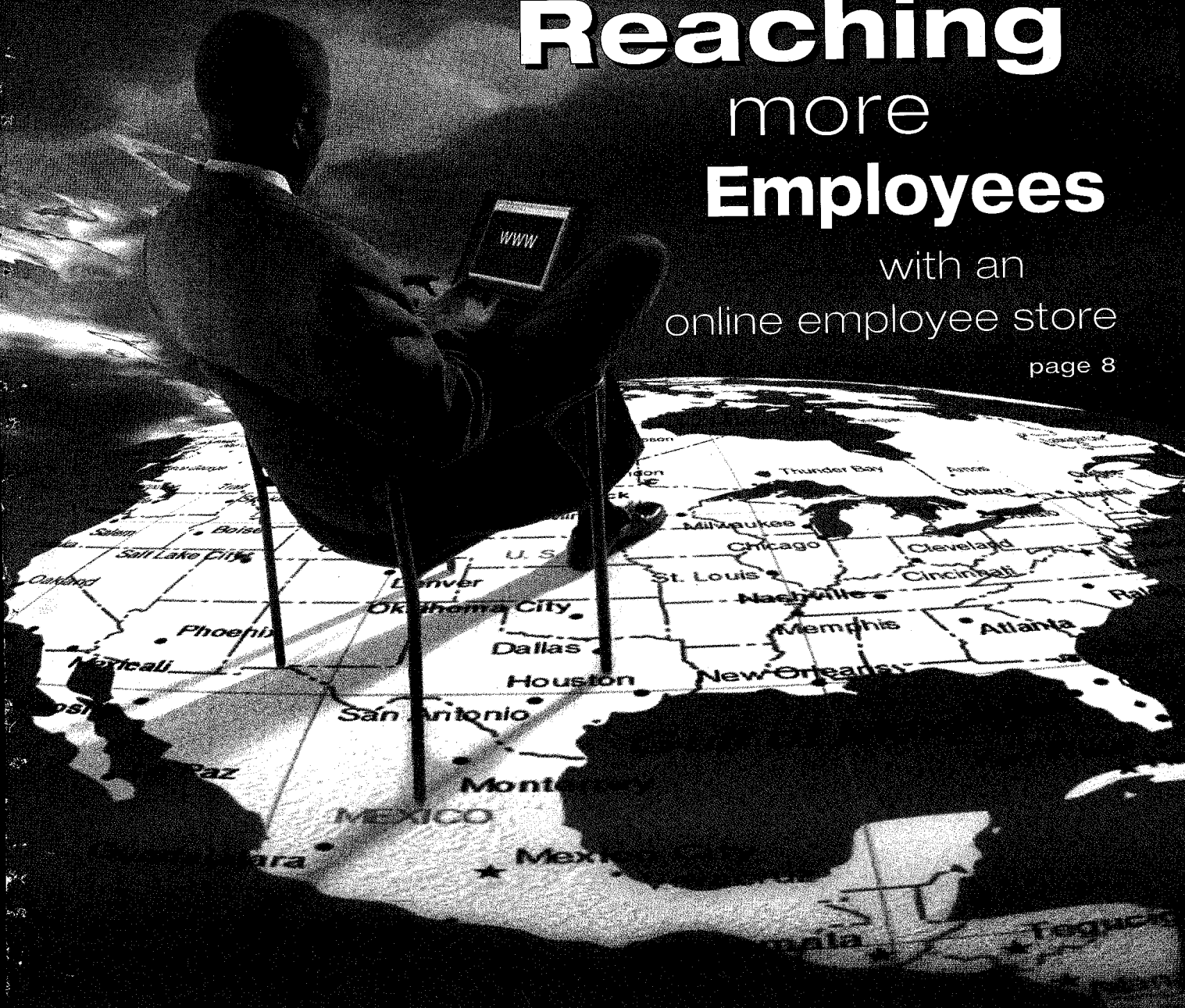
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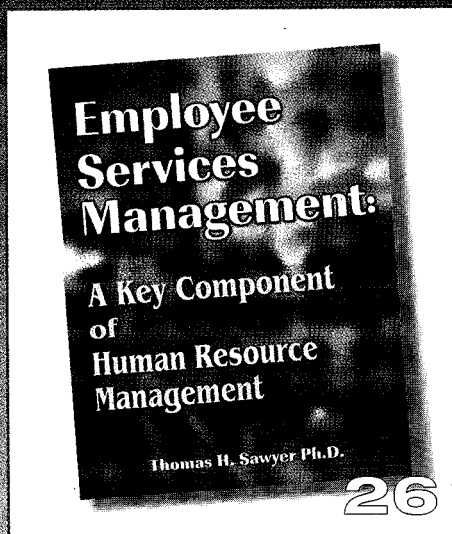


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Sales Promotion

Employee Services Management

Volume 44, Number 3

Third Quarter 2001



Dear ESM Association

ESM Association's E-Mail Service helps you ask your peers for advice

Employee Services Management (ESM) Association's E-Mail Service has quickly become one of our most widely-used member services. This e-mail listserve forum allows members to benchmark with peers and obtain advice without having to play phone tag. By e-mailing an employee services-related question to Jamie Kelly, manager of member services for ESM Association Headquarters, at jamiakelly@esmassn.org, members can receive advice from peers on specific topics within days. Employee services providers use the answers to make important work decisions.

The procedure is simple. A member e-mails ESM Association an employee-services related question. Then, ESM Association sends out an e-mail asking participating members if they have information on this topic. The member's name is not included with the question, making the service completely anonymous to the user. As responses come in, ESM Association forwards each one to the user who asked the question. At this point, he or she may decide to contact certain members for additional information. Eventually, the topics and responses are compiled and posted in the Benchmarking area of the Member Resources Section, at www.esmassn.org, and occasionally printed in *ESM Magazine*, for all ESM Association Members to reference and learn from.

In the past, ESM Association's E-Mail Service has assisted members in changing policies, implementing new programs, developing innovative ideas and generating revenue. Below are a few of the topics currently available for viewing on our website:

- **Diversity.** ESM Association Members share ideas for celebrating diversity in the workplace via training programs that educate employees on the value of ethnic differences, and through ideas for celebrating national observances such as Black History Month and Disability Awareness Month.
- **Measuring the success of your employee services programs.** Some members document the money employees save in using the employee discount program while others track event participation. Follow-up surveys have helped employee services providers determine employees' satisfaction rates, which also help to measure success.

ESM Association's E-Mail Service is a convenient method for communicating with your peers. For more information on these topics and others, visit the Benchmarking area of the Member Resources Section at www.esmassn.org. If you are not already participating in this service, contact Jamie Kelly at (630) 368-1280 or jamiakelly@esmassn.org to verify that we have your e-mail address.

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Voluntary Benefits
Wellness

An Auction Odyssey

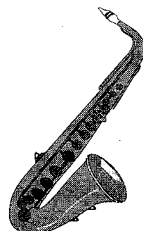
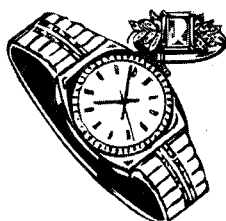
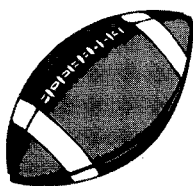
ESM Foundation to present Silent and Live Auctions at ESM Association's 60th Annual Conference & Exhibit

In 2000, conference attendees won fabulous prizes such as a guitar autographed by country-music star Billy Ray Cyrus, a basketball autographed by the Minnesota Timberwolves and a baseball jersey from the television show *The Sopranos*. This year's auction promises even more exciting items:

- ***Sports memorabilia***
- ***Gift certificates***
- ***Jewelry***
- ***Chapter Gift Baskets***
- ***Vacations***

The Silent Auction will be held during Exhibit Hall hours, and the Live Auction will occur during the Closing Brunch at ESM Association's 60th Annual Conference & Exhibit in New Orleans, LA, April 8-12, 2001. The money raised by these auctions will help fund The ESM Foundation—the only research organization dedicated exclusively to the field of employee services.

If you are interested in donating items for the auction, contact Chuck Bouchard, RVESRA, at (561) 398-0401 or (603) 755-2004.



Employee Stores
Community Services
Convenience Services
Dependent Care
Recreation Programs
Recognition Programs
Special Events
Travel Services
Voluntary Benefits
Wellness

Strategic event planning

Clear objectives, innovative themes and the Internet help planners create events that attract attendees

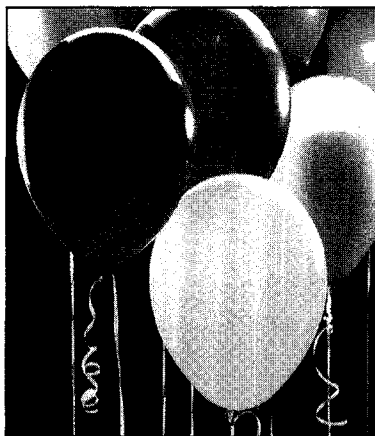
By Peggy Kennedy

Whether your special event is as large as the company picnic, or as intimate as a departmental recognition luncheon, the overall guest experience is the most critical component of an event's success. Yet, shrinking event-planning budgets have forced many employee services providers to be conservative with theme ideas while still guaranteeing high attendance. Despite these challenges, winning events are still attainable, as long as objectives are clearly defined.

Depleting funds

In past years, the buying power of event planners has been very strong, allowing them to produce creative, high-energy events. Recently, the marketplace has felt pressure in new areas. Increased competition to succeed has prompted corporations to invest in customer service training, retention strategies and shaping corporate culture.

As the new century unfolds, we are witnessing corporate layoffs



and shrinking event budgets. Annual events have been postponed or canceled, and lavish parties are a luxury of the past. Although our responsibility to the overall event has not changed, the dynamics and what management wants from these events have. Different directives, budgets and an emphatic awareness of return on investment (ROI) are the new challenges. The key is to maintain creativity while honing your budget to those items with positive ROI potential.

The 10 Components

First things first

Amazingly, many events are planned and budgeted without clear objectives. Some planners never even look at last year's file to gather valuable information on the best and worst elements of the event. For the event to have the best chance at success, planners must implement a pre-planning exercise that provides this necessary information. Make it a practice to consult last year's event staff on valuable lessons learned and event essentials. This discussion will help you build a budget and avoid past mistakes. Once this data is in hand, you can plan your event's focus.

Staying on track

Maintain your focus throughout the event by choosing three marching orders, or objectives, that are key to the event's success. Remind yourself of these orders each time you make an event-planning decision. Each objective should illustrate the overall feelings you want attendees to experience at the event. They may be as simple as high morale, mystery and fun. The key is to spend event dollars only on elements that are aligned with your marching orders.

Event theme ideas

Here are a few innovative theme ideas to get your creative juices flowing. Each idea can be constructed into a modest affair or extravagant production.

1. I will survive: Use the *Survivor* phenomenon as the basis for your next teambuilding outing. Put management on two separate teams and let them battle it out. Have fun and be creative when designing the challenges.

2. The outer limits: Looking for a guest speaker for your next meeting? Hire a retired astronaut and build a *2001, A Space Odyssey* theme. Let your creativity go wild as you fill the room with shooting stars, planets and meteors. This can work well in many settings.

3. Do unto others: For a twist on the company picnic, look within your community. Support com-



munity events and local fundraising activities by encouraging corporate-wide participation. Just think of the publicity your company could gain and the goodwill that will be generated as community programs benefit from your efforts.

Tap into technology

Look to the Internet when planning and publicizing the event. Many event-planning companies offer interactive customer websites, color photos of venue locations, online reservations, floor plans, and more. Even if you decide to use in-house event-planning resources, these websites may offer ideas for making your event more memorable.

Also use technology to publicize your event. Send out company-wide e-mail messages that include all of the event's details. Designate a portion of the company's intranet site to countdown the big day. As details about the event's entertainment or games become available, share them with your employees. Allow them to sign up online. After the event, post photos of attendees enjoying themselves during the festivities. Personally e-mail the photos to those employees pictured as momentos.

Conclusion

With the depletion of event planning budgets, employee services providers are learning how to do more with less. By using the Internet to develop venue ideas and publicize the event, planners can save valuable time and money. Theme ideas need not be elaborate, as long as they tie into a subject that is familiar and popular. Clear event objectives

will help you remain on track and focused on the purpose of your work—high attendance. **esm**

Peggy Kennedy is president of Venue Chicago Event Management, Park Ridge, IL. She has served as president of the ESM Association Chicago Chapter and as a board member of ESM Association's National Board of Directors. Kennedy will be presenting "Hot Tips for Holiday Parties and Picnics" at ESM Association's 60th Annual Conference & Exhibit, April 8-12, 2001, at the Fairmont Hotel in New Orleans, LA. Contact her at (847) 518-9140 or venuechgo@aol.com.

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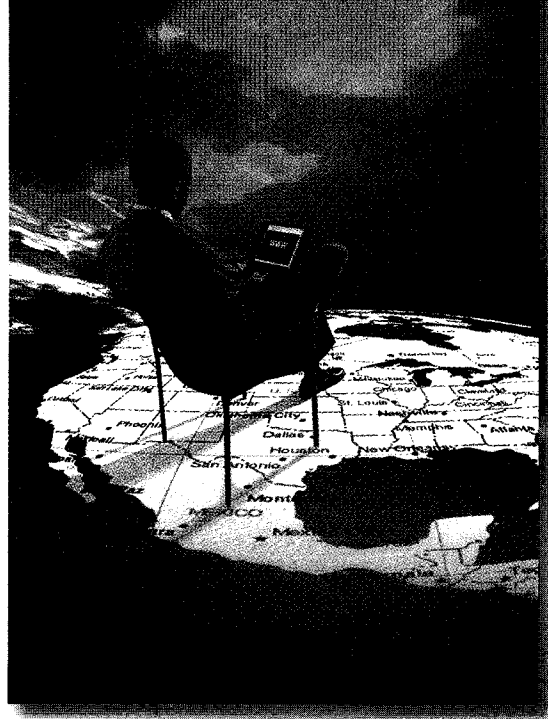


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Point & Click

Bringing your employee store online

By Howard Trilling

Yellow Freight, Overland Park, KS, overcame an employee store challenge by empowering its employees. As an international carrier, the company has more than 370 terminal locations, but only one employee store. Because the headquarters' employee store could not reach everyone, Yellow Freight decided to share its products with all employees via a website. "Our employees have really embraced the e-store," says Todd Miller, merchandising coordinator. "They love the ability to sit down at their computer and place an order."

Yellow Freight's employee store attempted to reach offsite employees via an annual printed merchandise catalog, but when a Yellow Freight survey revealed that 80 percent of its merchandise catalog business came from headquarters employees, they realized many off-site employees never used the catalog. "We worked with American Identity (Kansas City, MO), our logoed-merchandise supplier, to bring the catalog online,"

Miller explains. "Without having to rely on a physical catalog, it's now much easier for all employees to order merchandise."

By bringing their employee store online, Yellow Freight increased usability and convenience for employees, and built a positive brand endorsement for their employee store. Creating a healthy marriage between the two will ultimately increase the bottom line.

Creating synergy

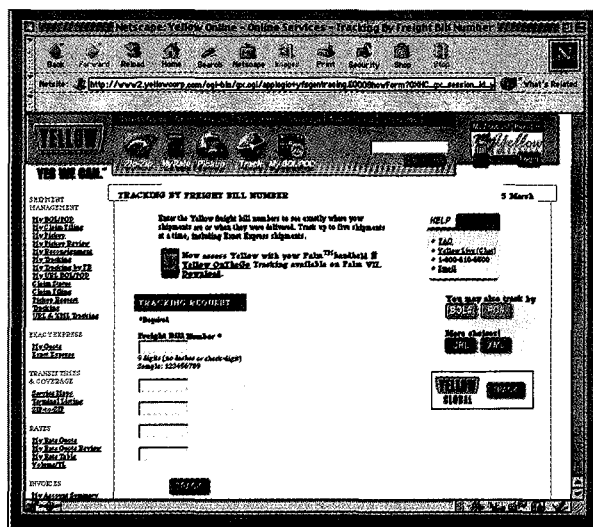
An e-store can extend the reach of the employee store far beyond current capabilities. If your business is national or international and, therefore, has remote locations, distant VIPs or a traveling sales force, you probably have the need for an e-store. While it cannot replace the convenience of fulfilling on-the-spot gift needs, it can be a global extension of the store, available 24 hours a day, seven days a week. It showcases merchandise and increases volume. The e-store can also be used to sell overstocked items through special monthly promotions.

When important clients are visiting on Monday and the senior vice president wants to present them with logo gifts, one visit to the e-store on Friday means the merchandise will be at the office Monday morning. Buying online becomes even more convenient when employees can exchange or return the online merchandise at the onsite employee store.

Offer unparalleled convenience

Perhaps the biggest draw of an e-store is its convenience. Open 24 hours a day and updated continuously, it is extremely accessible and, therefore, reaches a much broader audience.

For Goodyear, Akron, OH, an e-store was a natural progression towards the company's initiative to conduct more business online. Its employee store, The Blimp Store, has been in existence since the early 1970s, but did not reach all 9,600 dealers and distrib-



Yellow Freight customers can track their packages online.

utors. With its new e-store, Goodyear associates now do more business online, including viewing and ordering corporate logo merchandise.

"This is the movement of the future," says Tisha Strakusek, manager of marketing incentives at Goodyear. "Ordering ease and quick response time are two important factors in our business. This way, The Blimp Shop is always available to employees, dealers and distributors. Since we are trying to move all transactions online, it only made sense to extend our company store offerings online as well." As a welcomed side benefit, the e-store has actually increased demand at the onsite employee store, and the brand is stronger as well.

Drive traffic to your e-store

Creating a successful e-store that also strengthens your onsite employee store takes time and planning. The marketing of an e-store is much like the marketing of a retail store. You must develop marketing techniques for informing your audience about the store's existence and benefits, thus drawing traffic to the e-store through advertising and promotions. The physical store and the e-store should promote each other as often as possible. In some respects, your e-store can act as a powerful advertisement for your onsite store.

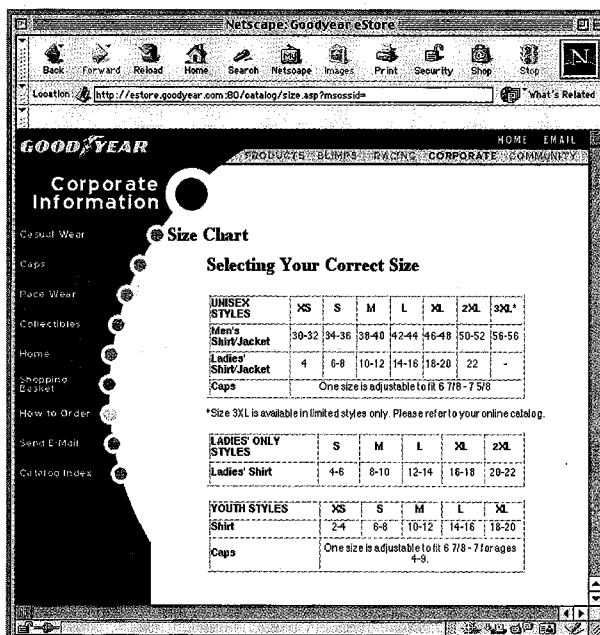
Consider having your e-store mimic the look and feel of your corporate website, further extending your brand. Be sure all sites are easy to navigate. Both your employee store and your e-store must be visually appealing and logically ordered.

Take the first steps

Creating a successful online employee store takes time. Consider the following questions before starting the process:



A logoed item available to employees on Yellow Freight's e-store website.



Goodyear's e-store website helps customers choose the correct size.

1. Does it make sense?

An investment of time and money is required to start an online store. Evaluate whether or not the project will bring a sufficient return on investment. Ask yourself if your audience will benefit from the convenience of an online store. Keep in mind that the Internet is an entirely different playing field. Do your employees have access to the Internet? Are they willing to go online to buy merchandise? Will management permit online shopping at work? What benefits will your customers gain from an e-store as opposed to an onsite employee store?

2. Who will build it?

Once a need for the e-store is established, it's time to build it. Search within your company, first, for e-commerce-trained programmers who can put together the back-end of a website. If none are available, consider contracting with a provider. Check with your store's merchandise suppliers. They may provide the capabilities to not only develop your e-store, but help you consider other variables such as hosting, navigation, design, promotion, etc.

3. What will you sell?

Avoid replicating the services offered through the onsite employee store. First, ask yourself what types of items customers will buy, but are willing to wait to receive. Then, target this specific merchandise when developing your e-store inventory.

4. How will you display merchandise?

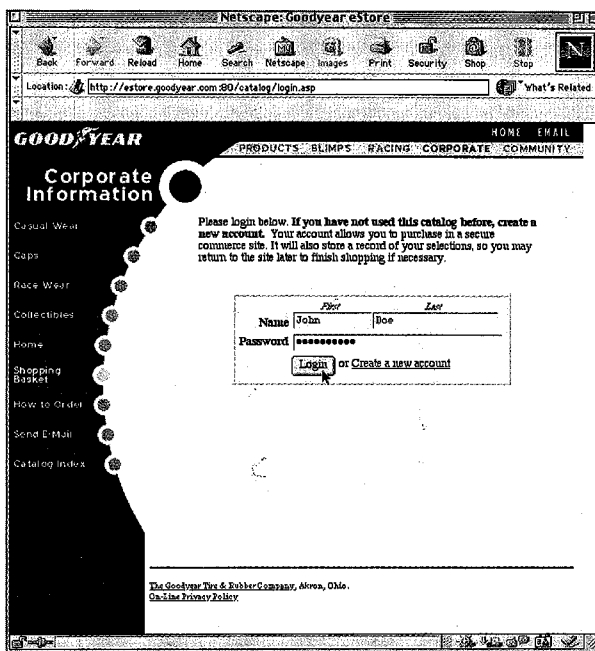
When deciding how your e-store will be organized, always consider the shoppers' point of view. What kind of inventory management system will you use? How will customers view the inventory? How will sales be tracked? What will happen when merchandise is back-ordered? How quickly can prices be changed and new items be posted on the website? Most important, how will people pay for what they order?

5. What is your privacy policy?

Privacy and security are both top priorities for online shoppers. Ensure your customers' privacy by asking yourself these questions. Will financial information be stored on the Web or somewhere else? How secure is your site? How will you convince customers that the site is safe? Consider developing a strict privacy policy and posting it on the site for customers to view firsthand.

6. Who will update and manage the e-store?

Just like an employee store, an e-store requires constant redesigning and updating. Customers will expect



Goodyear retains customer information via a login function.

to see new items each time they visit the site. Is a staff person available to perform routine quality checks? Who will manage orders, inventory and the switching out of merchandise on the site? Many of today's sophisticated merchandise suppliers are capable of updating and managing e-store websites.

Conclusion

With businesses relying more and more on technology to simplify processes, it makes sense that employees want and appreciate the conveniences of an e-store. Consider benchmarking with other employee

store managers, through Employee Services Management (ESM) Association, to help you accomplish the transition to the Web. If executed and marketed properly, an e-store will likely increase sales and the awareness of your onsite employee store. **esm**

Howard Trilling is vice president of marketing for American Identity's National Account Group, Kansas City, MO. American Identity provides online and offline corporate identity and incentive merchandise programs for 17,000 U.S. businesses. Trilling can be reached at (816) 943-5109 or HowardT@AmericanID.com.

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World Report

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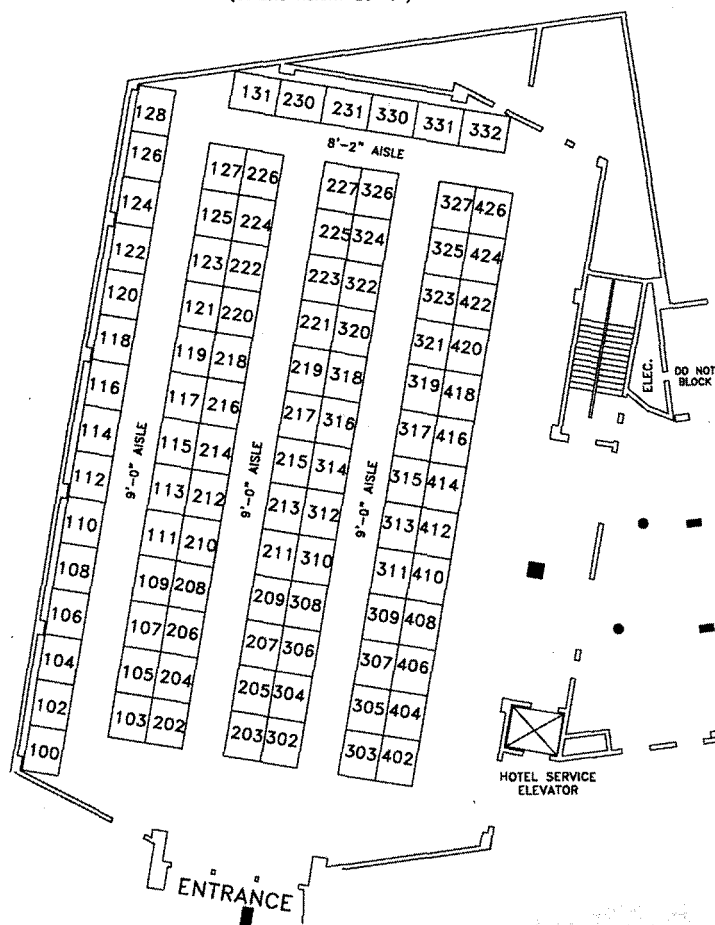
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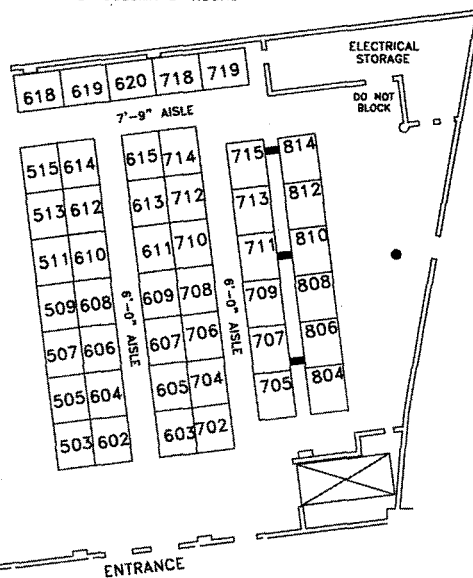
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Positive Technology

208
Luther Appliance &
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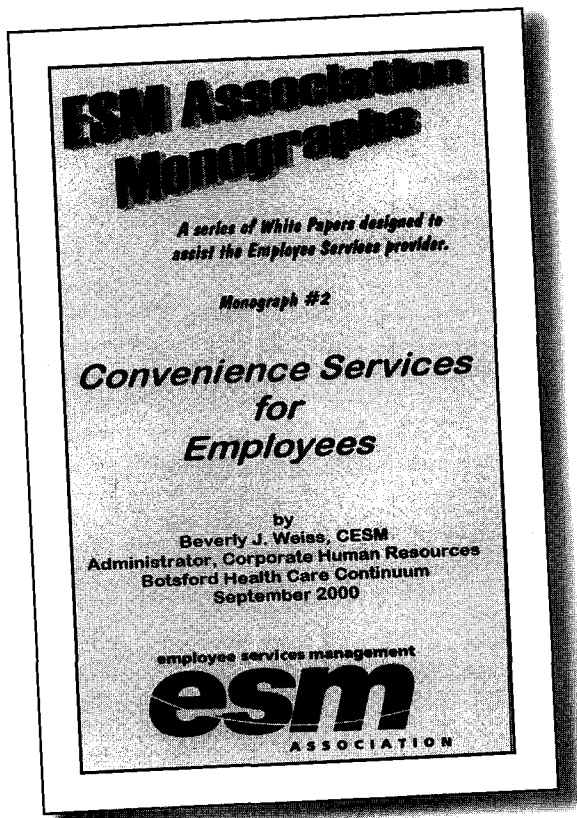
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Authored by Beverly Weiss, CESM, administrator, corporate human services, Botsford Health Care Continuum, Farmington Hills, MI, *Convenience Services for Employees* explains:

- *which departments you should partner with to create maximum awareness.*
- *how to determine the most appropriate programs for your employees.*
- *outsourcing resources.*
- *the bottom-line benefits of convenience services.*

This informative brochure is free to ESM Association Members. Also read Monograph #1, *Obtaining Management Support for Employee Services*, in the Member Resources Section of www.esmassn.org.

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60th Annual Conference & Exhibit

April 8-12, 2001

The Fairmont Hotel, New Orleans, LA



sunday

april 8th

New Delegate/New Exhibitor Attendee Session 8:30 - 11:00 a.m.

New attendees can meet employee services practitioners and learn how to get the most out of networking, educational sessions and Exhibit Hall opportunities.

Michael P. Scott, president, Empowerment Unlimited, Inc.

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Chapter Leader Forum 8:30 - 11:00 a.m.

The Secrets of Successful Chapters

Learn the current ESM Association chapter structure standards and innovative programming ideas to enhance your leadership. A panel of knowledgeable chapter leaders will demonstrate proven methods for training an effective board of directors and maintaining a healthy chapter budget. Legal issues, chapter liability and group exemption will also be discussed.

During this workshop, ESM Association chapter leaders are invited to share successful programming ideas, including membership drives, educational sessions and social events. The exchange of proven techniques and discussion of hot topics will provide a cache of creative ideas to draw on throughout the year. Participating chapters must submit a completed chapter networking form prior to the conference.

■ Panel of ESM Association chapter leaders

Employee Store Super Session 8:30 - 11:00 a.m.

Your Store: The Secret Weapon

While your store offers savings and convenience to company employees, it has the potential to build a positive company image. Learn how to:

- build customer satisfaction
- deepen relationships with your most loyal customers
- make your employee store a major retention force

■ Lynne Schwabe, owner, Lynne D. Schwabe & Co.

Member Services Session 8:30 - 11:00 a.m.

Getting the Most from Your ESM Association Membership

Are you using the resources of your ESM Association membership to their full potential? Take your programs to the next level by fully utilizing ESM Association's national network of experts and programming resources. Among the many ESM Association benefits to be discussed are:

- learning how to use ESM Association's Member Profile to generate precise and in-depth benchmarking information
- contributing your professional knowledge as an author for *ESM Magazine*
- utilizing each segment of ESM Association's online Member Resources

Unleash the recruitment and retention power of employee services with your ESM Association membership.

■ ESM Association Headquarters staff and member representatives

Exhibitor Education Session 10:00 - 11:30 a.m.

What Could You Possibly Teach Me?

You have been working trade shows for years. Is there anything new to learn? The answer is yes! Your business has changed over time and so should your exhibiting techniques. In this session, you will learn:

- the three best qualifying questions
- how to gain information for an effective follow-up
- when the trade show really ends
- how to generate business from your trade show leads

This session is valuable for both veteran and new Exhibitors.

■ Margit Weisgal, CME, MAS, president, Sextant Communications

Opening General Session 1:00 - 2:30 p.m.

So You Think You've Got Problems? Think Big!

Because implementing a cutting-edge employee services program can be a challenge, a different perspective may be necessary to find the solution. Over the past 17 years, John and Greg Rice have become international media celebrities, appearing on countless network television shows. Starting their business careers as door-to-door salesmen while still in high school, they built a successful real estate business throughout the 1970s and 1980s. The brothers have used their early work experience to become two of this country's most-recognized experts in sales and marketing. Their business success and commitment to children's charities and community is extraordinary. However, when you combine these accomplishments with the fact that at three feet tall, the Rice brothers are in the *Guinness Book of World Records* as the world's smallest twins, their success story becomes more amazing. John and Greg will make you laugh and challenge you to think big.

■ John and Greg Rice

Strategic Networking Forums 2:45 - 4:15 p.m.

Participate in the following discussions with your peers in these interactive learning discussions. Take this opportunity to learn effective programming ideas firsthand, from the experiences of fellow ESM Association members.

- | | |
|---|---|
| ■ Company Programs for Singles | ■ Shortcuts for Employee Services Websites |
| ■ Lunchtime Seminars | ■ Community Services—The Next Generation |
| ■ The Secret Weapon of Recruitment: Employee Services | ■ Employee Services as Work/Life Initiatives |
| ■ Programming for the 24/7 Workforce | ■ Revenue-Generating Programs for Employee Associations |
| ■ Ask the Experts: Seek and Find Solutions for Your Specific Issues | |

■ Alan Benedeck, Alan Benedeck Associates

Exhibit Hall Grand Opening 4:30 - 6:30 p.m.

ESM Association's Exhibit Hall lets you see and test the latest products and services offered by a multitude of Exhibitors. The Exhibit Hall puts you in contact with suppliers of captivating employee programs, innovative products, convenience services and discount opportunities. ESM Association's network of Exhibitors can help employee services providers create programs that will attract and retain top talent.

Evening Social Function 7:00 p.m.

Experience the Best of New Orleans

Spend the evening in New Orleans with other conference attendees. Choose from the following optional social opportunities*:

1 Ghosts and Spirits Walking Tour 7:00 - 9:00 p.m.

Explore the scenes of grim and ghastly events from the past in the old French Quarter. Tour guides will provide an eerie, chilling and fun-filled adventure.
-includes tour and two nightclub stops

2 Dinner at K-Paul's Louisiana Kitchen 8:30 p.m. seating

Serving dishes with only the freshest seasonal ingredients, Chef Paul Prudhomme's menu is always superb. Enjoy a gourmet three-course Creole dinner.
-includes meal and transportation

3 Harrah's Casino Excursion 7:00 - 11:00 p.m.

Harrah's New Orleans has the games you want to play: slot machines, blackjack, craps, baccarat, and poker. The casino has Mardi Gras floats, a five-story oak tree and a life-size pirate ship that features a thunderstorm sequence.
-includes transportation

*Additional fee is required. Advance registration form will be included with your registration confirmation.

tuesday
april 10th

ESM Select Forum 7:15 - 8:45 a.m.

Selecting "New Cheese" in Today's Rapidly Changing World of Employee Services

This session will offer a unique opportunity for ESM Select members to interact with their colleagues while enjoying a stimulating discussion on the topic of change. Michael P. Scott will facilitate a discussion of the best selling book *Who Moved My Cheese?* by Spencer Johnson, affording ESM Select members the opportunity to exchange ideas regarding the changing face of employee services. Learn how to select new cheese by accomplishing strategic goals that allow you to further position your organization as an employer of choice in today's highly competitive labor market.

■ **Michael P. Scott, president, Empowerment Unlimited, Inc.**

Concurrent Sessions 9:00 - 10:15 a.m.

1 Best Practices: S.C. Johnson Wax Employee Services Case Study

The Best Practices Session will explore the development, implementation, innovation, and evolution of employee services at S.C. Johnson Wax based on its company culture and employee demographics.

presented by:



2 Getting the Boss to Back You

Before your employee services programs can make an impact, management must understand how your job and department benefit the well-being of the organization. In this session, you will learn:

- the three skills needed for management to understand and support your program
- how to generate awareness of your program among your employees
- how to justify your program

■ **Margit Weisgal, CME, MAS, president, Sextant Communications**

3 Getting Customers into Your Store

Employee stores have a ready-made customer base. However, keeping these customers coming back for more is another issue. Find out:

- how to plan activities around your customers
- specific ideas for in-store events
- traffic-building opportunities
- how to have fun throughout the process

■ **Lynne Schwabe, owner, Lynne D. Schwabe & Co.**

4 The Business Case for Recognition: Three Essential Keys for Measuring Potential Impact

This interactive workshop will address the three key components in developing a business case for a company-wide recognition program. Examine the areas affected by a recognition program: administration, employee impact, performance improvement, and more.

sponsored by:



■ **Kim Smithson, vice president of performance services, Motivation Online, president, NAER**

Concurrent Sessions 10:30 - 11:45 a.m.

1 Best Practices: Prudential Employee Recreation Association (PERA) Case Study

The Best Practices Session will explore the development, implementation, innovation, and evolution of employee services at Prudential Employee Recreation Association (PERA) based on its company culture and employee demographics.

presented by:



2 Travel: Trends, Technology and Liability

Tour operators, Internet companies, nonprofit organizations, and corporate America are using travel services to generate revenue. Find out what is needed for offering travel services to your employees.

- What are the risks and liabilities?
- How can you use current technology?
- What online travel services are employees using?

This exciting session will teach you how to enhance relationships with employees, use travel as a company fundraiser, and create business partnerships that defer the costs of implementing travel programs.

■ **Mike Daly, director of business development, Collette Vacations**

3 Identifying New Skills for Managing Employee Services

We are in the midst of an employee services explosion. Today, employee services encompasses much more than recreation and wellness. It may be time to reassess your skills. Based on ESM Association's latest textbook, *Employee Services Management: Concepts and Applications*, this session will identify the key attributes needed to succeed in employee services. Discover new options for continuing your education.

■ Professor Tom Sawyer, Ed.D., Department of Recreation and Sport Management, Indiana State University

4 Impacting the Front Line

The current market conditions favor employees and thus greatly challenge both the recruitment and retention efforts of employers. Incredibly, some executives still try retaining valued employees solely through pay raises. This strategy no more guarantees employee retention than a slot machine guarantees a jackpot. This workshop will present an employee relations plan for those who recognize that an employee's primary reason for leaving an employer is not simply salary related.

■ Karen Rausch, employee services manager, Arizona Diamondbacks and Phoenix Suns

Member Appreciation Lunch 12:00 - 1:30 p.m.

All conference attendees are welcome to enjoy the Member Appreciation Lunch. This special event salutes those involved with employee services. The presentation of ESM Association's Awards of Excellence will include:

- Employer of the Year
- Employee Store Award
- Research Award
- New Certification Recognition
- Eastwood Award for Best Overall Employee Program
- Innovative Program Award
- Chapter Awards
- Exhibitor Longevity Awards

Exhibit Hall Open 1:30 - 4:00 p.m.

Strategic Networking Forums 4:15 - 5:45 p.m.

Focus your peer networking to companies of similar employee size. Attendees will separate into two groups: employee services providers working at companies with 1,000-5,000 employees and employee services providers working at companies with over 5,000 employees. These two groups can choose from the following topics:

- Volunteer Recruitment
- Facilities
- Staff Management
- Trends in Employee Associations

Employee service providers working at companies with less than 1,000 employees will have a roundtable discussion.

■ Alan Benedeck, Alan Benedeck Associates

Evening Social Function 6:30 p.m.

Experience the Best of New Orleans

Spend the evening in New Orleans with other conference attendees. Choose from the following optional social opportunities*:

1 Natchez Steamboat/Jazz Cruise 6:30 - 9:00 p.m.

Take this Mississippi river excursion upon the steamboat Natchez into the culture and lifestyle of New Orleans. Enjoy a Creole dinner buffet and a performance by a Louisiana jazz ensemble.

-includes transportation

2 Crescent City Nights Tour 6:30 - 10:30 p.m.

Start the evening with a taste of Creole cuisine with dinner at Tujague's. After visiting two French Quarter nightclubs, end your evening with the local tradition of Café au Lait and beignets at Café Du Monde.

-includes walking tour

3 Bally's Lakeshore Casino Resort Excursion 7:00 - 11:00 p.m.

Bally's Lakeshore Casino Resort offers high-limit games and the loosest slots in New Orleans. Our table games include such favorites as: blackjack, roulette, craps, baccarat, Big Six, Caribbean Stud Poker, and Let It Ride.

-includes transportation

*Additional fee is required. Advance registration form will be included with your registration confirmation.

wednesday
april 11th

Concurrent Sessions 8:30 - 9:45 a.m.

1 Best Practices: West Group Employee Services Case Study

The Best Practices Session will explore the development, implementation, innovation, and evolution of employee services at West Group based on its company culture and employee demographics.

presented by:



2 Employee Store Automation

Learn how to assess the needs of your organization from a retail perspective and make stronger automation decisions. This session will cover:

- reducing employee training
- controlling costs with transaction security
- leveraging hardware and software standards
- increasing the return on your investment

Discover how to reap the benefits of these proven automation solutions.

 **Peter Catoe, president and founder, ECR Software Corporation**

3 Health, Mind, Spirit, and Body

Do you want to get more out of life? The confidence and motivation required to fulfill your dreams can stem from how you perceive your body. Learn simple life strategies for improving body shape, job performance and self-esteem.

 **Emelina Edwards, fitness trainer**

General Session 10:00 - 11:00 a.m.

Attitude: The Choice Is Yours

Attitude, not aptitude, determines your altitude in life. Attitude influences happiness, success and on-the-job results. Analyze how good, bad and ugly attitudes are communicated, and learn how to maintain a positive attitude in a negative environment.

 **Michele Matt Yanna, founder, The TRAINERS Group**

Concurrent Sessions 11:15 a.m. - 12:30 p.m.

1 Best Practices: Litton Laser Systems Employee Services Case Study

The Best Practices Session will explore the development, implementation, innovation, and evolution of employee services at Litton Laser Systems based on its company culture and employee demographics.

presented by:

Litton
Laser Systems

2 Increasing the Value of Your Service Awards Program While Decreasing Your Costs

How do employees want to be recognized? How can employee recognition be maximized while simplifying and economizing your company's investment of time and money? This session will teach you how to develop a standardized awards program that will appeal to employees while decreasing employer cost.

 **Connie Argus, CLU, ChFC, RHU, manager employee & community programs, Nationwide Insurance**


 **Jackie Sells, employee programs supervisor, Nationwide Insurance**

3 Your Employee Services Program: Surviving Turbulence

What would happen if your company was suddenly acquired by another corporation? How should you respond to a sudden change in management or company philosophy? Corporations occasionally face adversity, and employee services must be prepared to help employees through this transition. Are your policies and procedures ready to be scrutinized?

 **Bob Crunstedt, CESM, executive director, Honeywell Employee Club of Minneapolis**

 **Ralph Ferrara, CESM, manager, employee services, General Mills**

 **Phil Hall, CESM, manager, employee services, Compaq Computer Corporation**

4 Trends in Participatory Sports

When it comes to choosing a favorite sport, fitness or recreational activity, Americans are spoiled. According to the Sporting Goods Manufacturers Association, there are more than 100 activities that occupy the time and attention of workout enthusiasts, sports lovers and recreation seekers. Although team sports have been popular for the last 50 years, research has shown that fitness, outdoor, extreme, and individual sports are exploding in popularity. Learn what activities will be popular and which employees will be participating in them.


 **Mike May, director of communications, Sporting Goods Manufacturers Association**



Exhibit Hall Open 12:30 - 2:30 p.m.

Concurrent Sessions 2:45 - 4:00 p.m.

1 Best Practices: PERA Club—Salt River Project Case Study

The Best Practices Session will explore the development, implementation, innovation, and evolution of employee services at PERA Club—Salt River Project based on its company culture and employee demographics.

presented by:



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will

2 The Role of the Leader

Leadership is not merely being in a position of power over subordinates. Effective leadership involves a dynamic relationship between leaders and followers (employees). Responding to the changing needs of your organization requires effective leadership strategies. This session will use self-assessments and group discussion to:

- discover the personal characteristics and qualities needed by leaders
- develop an understanding of the leader/follower relationship
- meet the challenges of today's team-oriented workplace

■ Michele Matt Yanna, founder, The TRAINERS Group

3 Reaching Out: Community and Employee Volunteerism

Corporations understand that active involvement in the community leads to successful social and economic growth. Today's volunteer involves personal politics and interests in his or her efforts. Companies must learn to provide adequate opportunities for their employees to become involved in local, national and international volunteer programs. Learn how companies such as Prudential are making volunteer programs an integral component of their employee services programming.

■ Mary O'Malley, vice president, community resources, Prudential

4 Hot Tips for Holiday Parties and Picnics

Are you ready to build an unforgettable company event? This session will provide essential tips for planning and implementing special events. Hear what themes will generate employee excitement. Learn how to carry the event's theme throughout its promotion, décor, entertainment, giveaways, menu, and more. Leave this session energized and inspired by creative and innovative ideas that can be implemented immediately.

■ Peggy Kennedy, Venue Chicago Event Management

Evening Social Function 7:30 - 10:30 p.m.

A Night in New Orleans

Experience the unique culture of New Orleans at this themed social function at the Fairmont Hotel. The evening will include local cuisine and entertainment. Share one more night of fun with your ESM Association peers.

thursday
april 12th

Closing General Session 9:00 - 10:00 a.m.

Diversity in Today's Workplace: What You Don't Know

What you don't know about yourself and others. Major trends in the workplace and what you should know about them.

■ Mauricio Velasquez, president, Diversity Training Group

Closing Brunch 10:00 a.m. - 12:00 p.m.

Come join the fun of a live auction benefiting the ESM Association Foundation. Dozens of door prizes will be distributed to lucky winners.

employee services management
esm
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REGISTRATION FEES: PLEASE CIRCLE YOUR CHOICE AND INDICATE THE TOTAL AMOUNT ENCLOSED.

Conference Registration Categories	Cost Prior to 3/1/01	Cost After 3/1/01
ESM Association Organization Member <i>Chapter, General, Individual</i>	\$545	\$570
Multiple Attendee Discount <i>Two or more ESM Association Members from the same location</i>	\$495	\$520
Non-Member Organization	\$620	\$670
Associate/Supplier Non-Exhibiting	\$865	\$890
College Student	\$160	\$185
Retired ESM Association Member	\$125	\$125
One-day Registration \$ _____ (day rate) X _____ (number of days) = _____ Check dates of attendance <input type="checkbox"/> 4/9 <input type="checkbox"/> 4/10 <input type="checkbox"/> 4/11 <input type="checkbox"/> 4/12	\$220	\$245

TOTAL: \$ _____

Submit a separate registration form for each person. Duplicate copies of this form will be accepted.

Advance registration will not be accepted without full payment. Mail payment and registration form to: ESM Association Headquarters, 2211 York Road, Suite 207, Oak Brook, IL 60523-2371; or fax the registration form with your credit card information to ESM Association at (630) 368-1286. If you have a question, please call (630) 368-1280.

Cancellation: Full registration will be refunded if written cancellation notification is postmarked on or before 3/1/01. After that date, a refund is not guaranteed.

All room reservations must be made **directly** with The Fairmont Hotel by calling (800) 635-4440. State that you are part of the ESM Association Conference. The ESM Association Conference room rate at The Fairmont Hotel is \$149 per night (single or double occupancy). Our room block is limited. To insure room rate and availability, please make reservations before March 1, 2001. Children under 16 will only be allowed in the Exhibit Hall on Wednesday, 4/11/01.

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Solid Foundation

By Peter N. Wolak

Learn about the latest projects funded by the ESM Association Foundation

As the lines between work and family blur, the need for work/life balance increases. Employee services can provide the balance that retains quality employees. Determining which services fit your corporate culture and integrating them into your current program can be a challenge. Thankfully, by funding key projects, the Employee Services Management (ESM) Association Foundation, Oak Brook, IL, continues to provide the research and education ESM Association Members need to make their companies Employers of Choice.

Textbook planning

Three years ago, Joe Bannon, publisher, Sagamore Publishing, Champaign, IL, and Patrick B. Stinson, executive director, ESM Association Headquarters, Oak Brook, IL, foresaw a dramatic increase in corporate America's need for employee services. However, few colleges and universities are equipped to train future employee services professionals. Therefore, Bannon and Stinson proposed that the ESM Association Foundation fund the publication of an employee services management textbook to benefit both the academic community as well as employee services practitioners.

"A textbook dealing exclusively with employee services was long over due," says Ralph J. Ferrara, CESM, chairperson of the ESM Association Foundation and manager of employee services, General Mills, Inc., Golden Valley, MN. Thomas Sawyer, Ed.D., Indiana State University, Terre Haute, IN, authored the textbook entitled *Employee Services Management: A Key Component of Human Resource Management*. A group of ESM Association Foundation Trustees volunteered to organize chapter outlines, and edit and review the text.

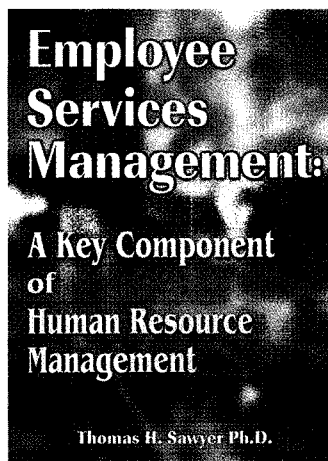
As a college textbook, the material can be taught in both undergraduate and graduate courses. Professionals will find it to be an indispensable guidebook for everyday use and benchmarking company programs. The 500-page book is divided into three sections. The first section discusses the need for employee services, steps to becoming an Employer of Choice, shaping corporate culture, and developing a work/life focus. The second section examines ESM Association's "10 Components of a Well-Rounded Employee Services Program." The last section discusses general management techniques such as human resources and financial planning. Sawyer envisions future textbooks will address each of the 10 Components on a specialized level.

"Employee Services Management: A Key Component of Human Resource Management is a window of history as well as a documentation of today's employee services industry during this time of incredible growth," Sawyer says. "The professional knowledge long held among ESM Association Members has now been documented in a book from which many will benefit." *Employee Services Management: A Key Component of Human Resource Management* will be unveiled at ESM Association's 60th Annual Conference & Exhibit, April 8-12, 2001, at the Fairmont Hotel in New Orleans, LA. Look to upcoming issues of *ESM Magazine* for order information.

Class act

The ESM Association Foundation has made further inroads into the education system with the sponsorship of a work/life college course lead by Jim Battersby, adjunct faculty, Cal Poly State University, Pismo Beach, CA, who has been involved with employee services since the 1970s. When he began teaching college courses, he was struck by the lack of work/life balance classes offered. Upon developing a class model, Cal Poly State University allowed Battersby to teach a pilot course entitled Work/Life Balance during the Fall 2000 semester that was sponsored by the ESM Association Foundation. "I had two goals at the outset of the class," Battersby says. "First, I wanted the students to learn how to achieve work/life balance in their own lives. Second, once they graduated, I hoped the students would become advocates of work/life balance in the workplace."

To keep the material fresh, Battersby used a variety of projects. For example, each student was required to research a *Fortune* 100 company and study one aspect of its employee services program. During another project, teams of students assessed local businesses and provided recommendations for achieving work/life balance. Students also debated the strengths and weaknesses of work/life programs and used role-playing to act out work/life scenarios.

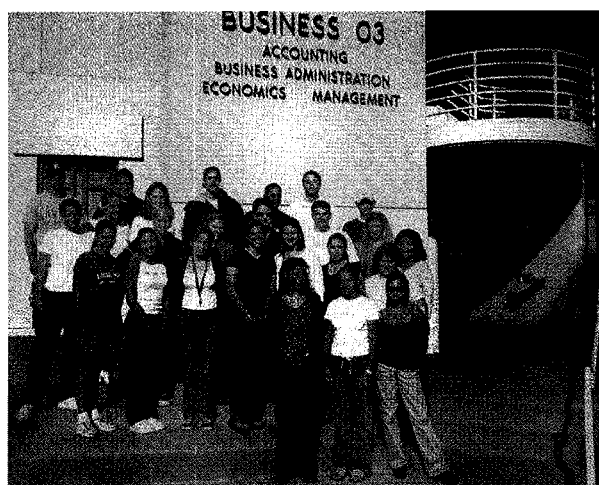


A new employee services textbook, funded by the ESM Association Foundation, will soon be available to employee services professionals as well as college universities.

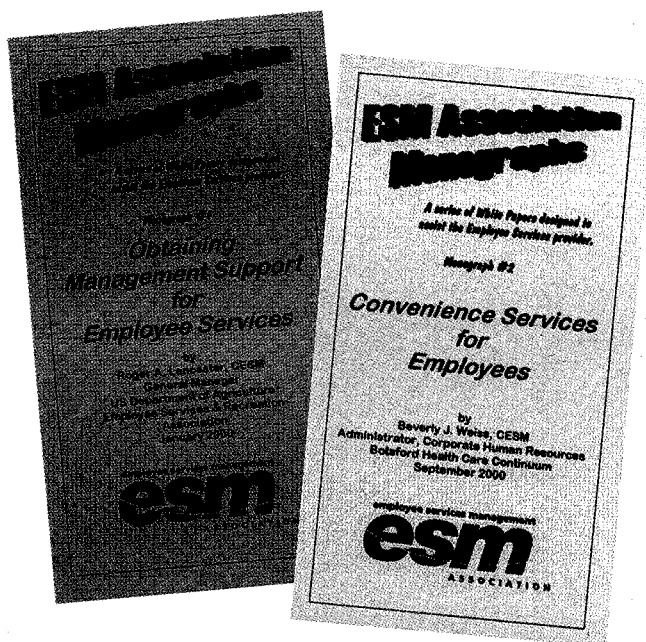
Out of a possible 30 slots, 27 juniors and seniors signed up for the Work/Life Balance course. End-of-the-semester reviews had the Work/Life Balance course earning a 3.96 out of four rating. Because of these glowing results, Cal Poly State agreed to fund the class next semester. Battersby has more ambitious goals. "I see work/life balance being the wave of the future. The subject matter is applicable to both business courses and sociology classes. I would like to package the Work/Life Balance course and make it available to other schools as a workshop or seminar. This would help convince colleges and universities to add employee services and work/life balance courses to their curriculums."

Report cards

The ESM Association Foundation publishes learning tools for ESM Association Members that help them do their jobs better. In 2000, it funded the creation of the ESM Association Monographs, a series of brochures on



Business students participated in a foundation-funded Work/Life Balance college course at Cal Poly State University, Pismo Beach, CA.



ESM Association's Monographs feature programming tips for employee services providers.

employee services topics. The Monographs are free to ESM Association Members and are loaded with concise, how-to information. Beverly Weiss, CESM, administrator, corporate human resources, Botsford Health Care Continuum, Farmington Hills, MI, and author of the second monograph, *Convenience Services for Employees*, identifies a dual purpose for the ESM Association Monograph series. "ESM Association Members looking to either implement or expand employee services can use the monographs to determine which programs will be most beneficial to their corporate culture. Plus, the monographs are a great marketing tool, demonstrating the invaluable information available through ESM Association."

Roger Lancaster, CESM, general manager, USDA Employee Services and Recreation Association, Washington, DC, and author of the first monograph, *Obtaining Management Support for Employee Services*, says, "The monographs look at employee services from a budget point-of-view. Getting old-time management to understand the value of employee services can be a difficult task, especially at smaller companies. Today, employees want a rounded lifestyle-benefits package, not simply periodic raises. By analyzing the benefits of employee services, the monographs cut straight to management's concern—the bottom line."

Beside their appeal to management, the monograph series fulfills the professional needs of ESM Association Members. Budding authors have the opportunity to get published while sharing successful program tips with peers. Members may contact ESM Association or visit www.esmassn.org to receive a free monograph.

Survey says

The Foundation has provided support to ESM Association throughout changes in both the professional association industry and the employee services field. As the Internet opened new doors for communication, ESM Association found itself relying more on technology to deliver member services. Meanwhile, the ever-changing job market caused corporate mergers and downsizing, forcing many employee services providers to prove to management the bottom-line benefits of their programs. Amidst these changes, Immediate Past President Roger Lancaster led the charge for a foundation-funded *Needs Assessment Survey* of our membership. "This is an opportune time to determine where we are, where we want to go and how we are going to get there," Lancaster said during the Fall 2000 Board of Directors Meeting. According to Stinson, "We want to learn which member services are valuable, which new services our members need and how they want them delivered."

The ESM Association Foundation agreed to fund the consulting services of Rick Dorman, president/CEO, Catalyst Group of Alexandria, VA, to help conduct a membership-wide survey, compile the results and provide direction for the association. Possible actions based on the survey results were discussed at the Winter 2001 Board of Directors Meeting. ESM Association's new plan will be announced at ESM Association's 60th Annual Conference & Exhibit.

Money well spent

Recent ESM Association Foundation projects have helped the association channel member knowledge into productive, useful tools. Ferrara expects the success of the foundation's projects to continue. "I see a need for more research analyzing the effectiveness of work/life programs, including a cost/benefit analysis. This information would certainly benefit both employee services professionals and upper management. Researching the specific qualities of *Fortune* magazine's '100 Best Companies to Work For' is another project I would like to see the ESM Association Foundation fund. This information could be shared with our members as well as the general public." These projects would certainly solidify ESM Association as a premier organization for Employer of Choice training.

esm

Peter N. Wolak is editorial assistant for ESM Magazine. He can be reached at (630) 368-1280 or peterwolak@esmassn.org.

REQUEST FOR DONATION

Help make employee services education and research possible

The increasing demand for work/life programs has helped solidify the need for employee services programs in corporate America. Therefore, more research and educational materials are needed to guide employee services managers through the implementation of these programs.

Only those companies that attract, retain and motivate employees will succeed in today's highly-competitive job market. Employee services programs help employees balance their work and personal lives, leading to improved morale and higher productivity.

Your tax-deductible donation will help the ESM Association Foundation achieve its goal of providing employee services professionals with the data and education necessary to manage employee services programs that retain workers and improve employee quality of life.

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ESM Association's Advice Service

ESM Association's staff is available to assist members with special requests. Just call, e-mail or fax your topics of interest and you will be paired with one of our knowledgeable Member Services representatives. Our staff will save you time by immediately connecting you with the resources you need.

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*Maximize the benefits of joining ESM Association by becoming an active member.
Contact one of the following Member Services representatives and
take advantage of our invaluable resources today!*

ESM Association Headquarters: Jean Wilson, director of member services, (630) 368-1280, (630) 368-1286 FAX, jeanwilson@esmassn.org • Jamie Kelly, manager of member services, (630) 368-1280, (630) 368-1286 FAX, jamielkelly@esmassn.org.

ESM Association Western Field Office: Phyllis Smith, CESM, Western Field Office manager, (626) 913-4014, (626) 964-7242 FAX, esma.fo@gateway.net.

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No dough

Workers look to employers for money management advice

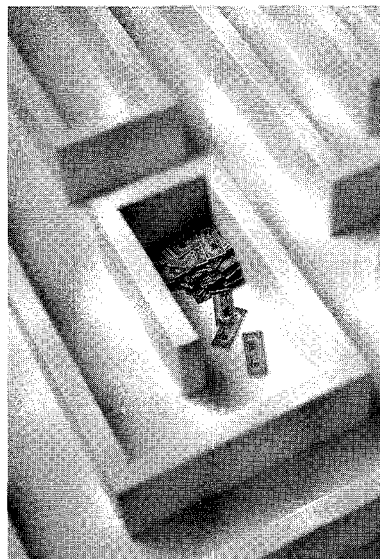
By Michael P. Scott

After another long, challenging day as director of human resources, I was on my way out the door when one of our financial representatives from the Accounting Department walked into my office. "I have an emergency situation requiring me to travel overseas to see my son. The problem is, I don't have the money to book a plane ticket. Is there anyway I can get an advance?"

This is an increasingly common scenario as a growing percentage of today's workforce lives from paycheck to paycheck. Household debt of \$20,000, \$50,000 or even \$100,000 is common, and these numbers do not include mortgage and automobile loans. Creditors are distracting employees with phone calls to their work and homes, and bankruptcy filings have increased dramatically. The bottom line is U.S. workers are seriously stressed about their finances.

According to Intuit's (Mountain View, CA) second annual *Quicken Financial Literacy Survey*, most Americans are ill-prepared for an economic slowdown. The national survey found that in the event of a job loss, only 30 percent of Americans could sustain themselves financially during the months needed to find a new job. In response to this trend, a growing number of employee services

providers are offering financial management assistance. The simple assumption is that employees who experience relief from money worries are more productive, less stressed and able to balance work and family demands more effectively.



Debt doubt

A recent study entitled *The Effects of Workplace Financial Education on Personal Finances and Work Outcomes*, conducted by Virginia Polytechnic Institute and State University, Blacksburg, VA, supports the notion that U.S. workers are seriously stressed about finances, and that their stress is affecting productivity. The study reports that financial well-being has a profound effect on everything from worker health to absenteeism. Employees worry most about bounced checks, missed loan payments, credit card debt, paying rent and childcare bills, lottery and gambling losses, and rip-offs and fraud. "Rough estimates are that two out of every three of an American's thoughts are about debt," says Paul Kilmar, president of Debtco, a San Diego, CA-based debt negotiation service. He estimates that one in six, or 42

million, Americans are in serious debt, and well over 50 percent of the marriages that end in divorce are due to financial difficulties.

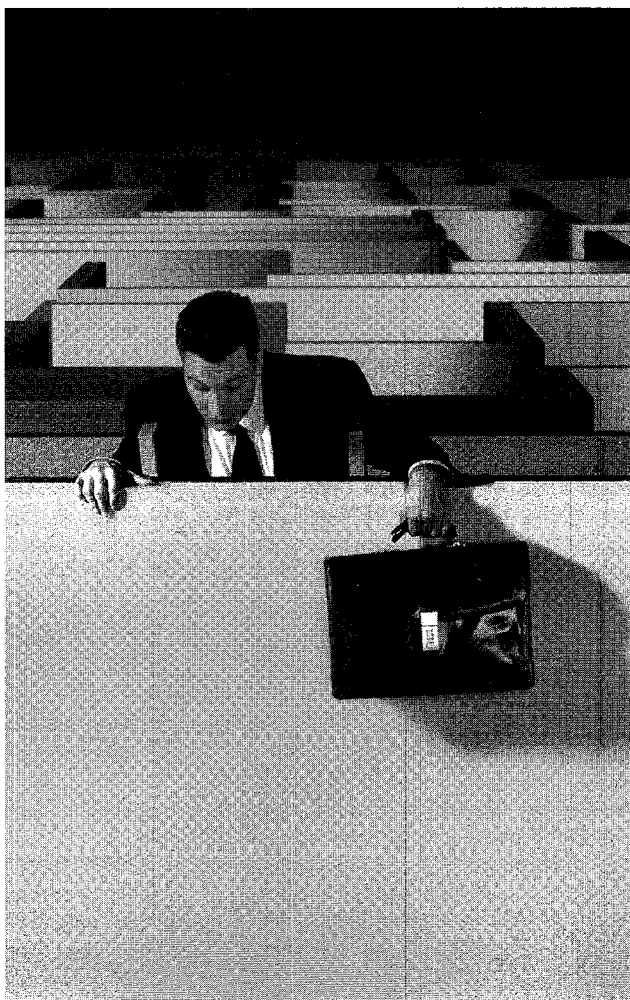
Improving financial literacy

There are a number of programs and services that can be offered within the framework of an existing employee services package to assist employees in dealing with financial challenges. Here are a few to consider:

1. Brown bag lunch-and-learn classes: CF Industries, a Long Grove, IL-based manufacturer, has been offering financial classes for years. The company believes that employees who are taught how to make sound financial choices are more productive, feel a greater sense of company buy-in and are absent from work less frequently. "Be creative in the types of sessions you offer," advises Susan Rowe, corporate employee programs specialist, Miller Brewing Co., Milwaukee, WI. "Our Planning Your Kids' Education program is quite popular. Another option might be to contact mortgage professionals and have them inform employees of various residential lending options available when purchasing a home." She adds, "Any program that assists employees in making wise financial decisions is a good investment."

2. Provide resources: Many employees are looking for practical resources to assist them in managing their finances. Consider offering books, audio tapes and CDs on financial topics, through your employee store. Have a local retail bookstore provide a mini book fair where employees can purchase books and other resources on finances. *Nine Steps to Financial Freedom* by Suze Orman, *Rich Dad, Poor Dad* by Robert Kiyosaki and *How to Get Out of Debt, Stay Out of Debt and Live Prosperously* by Jerrold Mundis are among the most popular books on the market for individuals seeking financial advice.

3. Concierge services: Firms like Ceridian, Minneapolis, MN, offer comprehensive concierge services specifically related to money management. The concierge concept provides employees with the ability to access financial resources with a sense of privacy. This is a particularly important perk as many employees feel a sense of shame and embarrassment over being in debt. "Our employees benefit from a wide variety of services in the areas of credit management, budgeting and investing through our concierge service," Rowe says.



Conclusion

It is critical that employee services providers remain abreast of the latest work/life issues affecting employees and provide support. With the high number of Americans in debt, bankruptcies occurring at record rates and stress-related concerns having an impact on workplace productivity, employee services providers play a valuable role in offering the types of voluntary programs that allow employees to manage their financial health and maintain a sense of balance in their lives. **esm**

Michael P. Scott is a regular columnist for ESM Magazine and the author of the book Catch Your Balance and Run: Proven Life Management Strategies to Assist You in Today's Fast-Paced World. He can be reached at power2u@ix.netcom.com.

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ics you want their opinions on, and be very clear about your concerns. Before you leave, be certain all your questions have been answered.

- **Ask about your medications:** If your doctor orders an unfamiliar prescription, inquire about potential interactions with your current medication. Since brand-name drugs can be very costly, always ask about generic alternatives. Review the dosage and instructions with your pharmacist. He or she can also address any of your concerns.

- **Follow up:** Sometimes answers raise new questions. Ask when your doctor is available to answer additional questions. Can you ask questions via e-mail? If your doctor is not available, ask if someone else can help you. Nurse practitioners and aides are very knowledgeable, and may be easier to reach.

Conclusion

Your doctor does not have time to place the same importance on your health that you do. Informed patients make better health decisions for themselves and their families. Be prepared for your seven minutes in the doctor's office and you will leave feeling satisfied and well on the way to a full recovery. **esm**

Sheri Costa is public relations specialist for Questium, San Rafael, CA. Visit www.questium.com to access health resources including information on clinical trials, health evaluation tools and a health encyclopedia.

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By Sheri Costa

Health tips

How to get the most out of seven minutes with your doctor

As employee services providers, many of you are responsible for employee health and wellness programs. Whether your company provides wellness facilities, an onsite physician or written health information, any initiatives made are likely to boost morale and, in some cases, lower healthcare costs due to increased employee awareness. Below are health and wellness tips on communicating with your doctor. Consider reprinting this information and providing it to your employees as a benefit of your company's health and wellness program.

Studies show that the average doctor's appointment ranges from seven to 21 minutes. As soon as you enter a doctor's office, the clock starts ticking. The key to getting the best care and information is to be fully prepared when you arrive to your appointment. Questium.com, a website that helps consumers manage their health, offers the following suggestions to get the most out of your doctor's visit.

- **Know your history:** Prior to your appointment, review and document the medical history of your immediate relatives. Bring copies of these records with you, especially if you are seeing a new doctor.

- **Do your homework:** Prepare to discuss specifics. Use the Internet or local libraries to research specific conditions, treatments and drugs. In addition to mainstream options, there may be safe alternatives. Ask friends and family members—you may be surprised by what they know.

- **Survey your environment:** Are your children or coworkers sick? Know which bugs are circulating in the office. Check with other parents or the school nurse to find out if a virus is going around at your child's school. Ask your doctor how to protect yourself and your family.

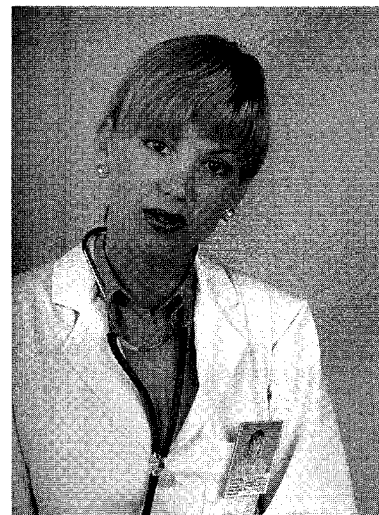
- **Make a list:** During the appointment, it can be difficult to remember everything you wanted to dis-

cuss. Prepare a list of questions or topics before going to see your doctor. Between appointments, keep a list of questions to ask at your next visit.

- **Get it right the first time:** Nobody wants the needless cost and hassle of going to the wrong doctor. Check your health plan's provider directory or visit their website to identify appropriate doctors. When you call for an appointment, verify that the doctor is still a member of your health plan's provider network.

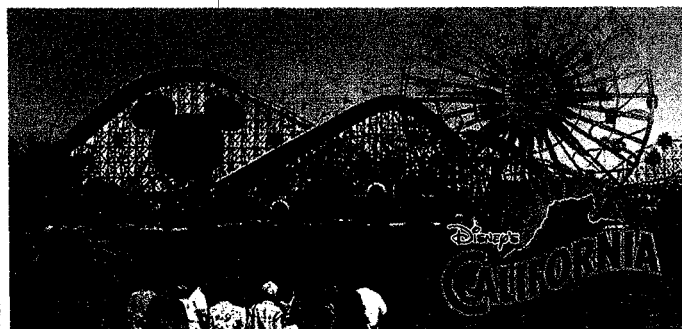
- **Take charge:** Doctors see many patients each day, but they cannot read minds. Introduce the top-

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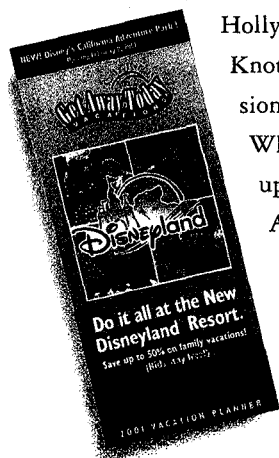
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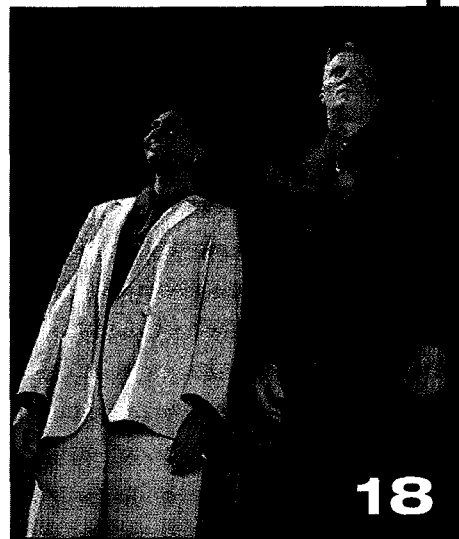
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18 Many thanks

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Convenience services include everything from onsite dry cleaning to online employee stores. Find out what's involved in offering these services and choose the ones that fit your employees' needs.



On the same page

Your coworkers can join ESM Association for less

How many people in your office read *ESM Magazine*? If you are like most ESM Association Members, you probably pass along the magazine to a coworker after reading it yourself, or maybe copy and forward on an article or two. Did you know that, because you are an ESM Association Member, your coworkers can receive the magazine, in addition to ESM Association's other Member Services, at a discounted rate? This offer is available through Individual Membership.

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Scenario #2: Your employee store manager wants to sell products from the employee store on your employee services website. She is not sure if it is better to sell the same products offered in the employee store or choose new products to introduce on the intranet site. She also wonders if she should accept intranet merchandise returns at the onsite store. ESM Association can help your store manager answer these questions and more. In addition to providing written material, we can put her in contact with other store managers who will share their knowledge.

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As an ESM Association Member, your goal should be to encourage your employee services staff and coworkers to expand their knowledge of the industry. Take note of the employees in other departments who oversee projects that could be considered employee services and work together to unify your goals by joining ESM Association. For more information on Individual Membership, contact the Member Services Department at (630) 368-1280 or esmahq@esmassn.org.

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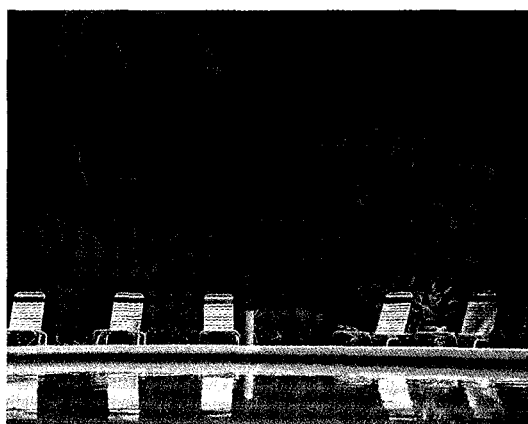
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To receive a Member Profile, contact Jamie Kelly at (630) 368-1280 or jamiyekelly@esmassn.org.

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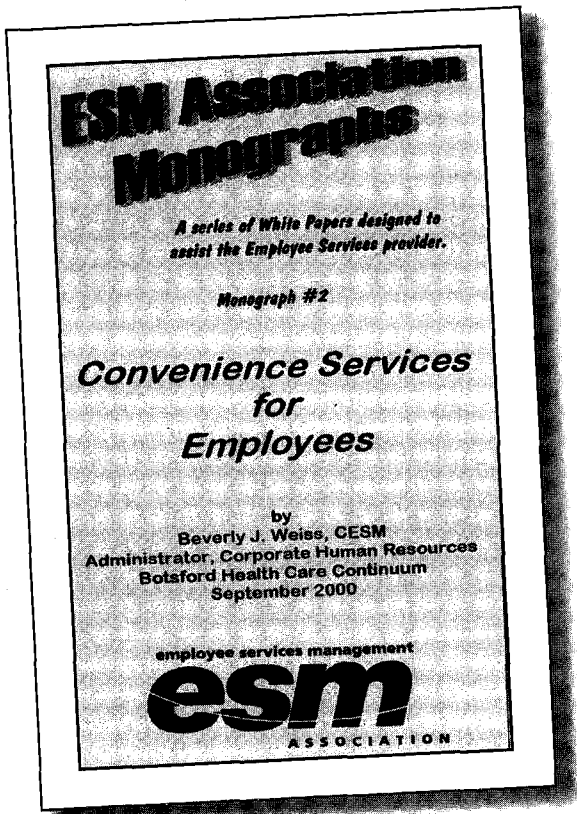
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Workplace forecast

Top 10 business trends and how they affect employee services providers

By April Pendleton

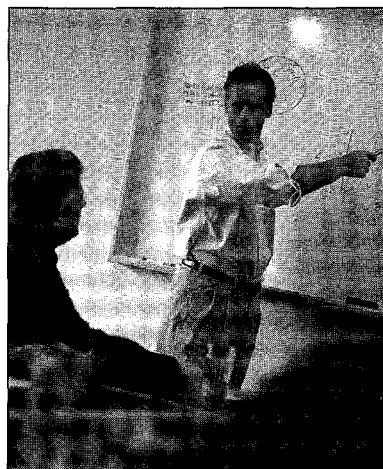
It is time to step away from your daily tasks and examine the big picture. The following workplace predictions on the employment market, employee training, recruitment, retention, and employee recognition will assist you in understanding why employees need particular employee services, and help you gauge which services they may need in the future. Keep these upcoming workplace trends in mind when implementing or revamping your employee services programs.

Top 10 future trends

1. Competition for quality employees will intensify. Information technology will attract more non-computer-science graduates, but the critical shortage of workers in this area will not be lessened due to the increasing need for this work function.

Employee services solution: Offer employees internal resources for learning about technology. Consider planning lunchtime seminars or workshops that cover this topic.

2. Recruiters will become more aggressive, challenging employers to concentrate on retaining their



Employees sharpen their skills with more education and training classes.

top employees. With fewer qualified candidates on the market, recruiters will target the already-employed. Employees can expect more retention bonuses.

Employee services solution: Work retention bonuses into your overall recognition program. When employees receive bonuses, list their names and lengths of service in the company newsletter.

3. More attention and resources will be put towards education and training. Employees want to improve their skills, and employers need to boost individual productivity. The most important issue for

employees will be to remain marketable through ongoing education and training courses.

Employee services solution: Provide employees with a list of training centers including the seminar topics offered and the dates of events occurring in your area.

4. The new paradigms for compensation will be pay-for-performance and competency-based pay. Employees who have fallen behind at work or do not work as hard, will become stressed by these changes.

Employee services solution: Write articles on time management in your employee newsletter. Offer employees convenience services such as concierge services to help them strike a work/life balance and, therefore, be more productive and less stressed at work.

5. Telecommuting will increase in popularity, particularly as employers seek to hire homemakers and part-timers who do not need to come into the office each day. Corporations will provide training for managers and supervisors to work more effectively with remote workers.

Employee services solution: Remember to implement programs and services that can be used by employees who work onsite and offsite. Pinpoint the programs that telecommuters can take advantage of and target them in your promotional efforts.

6. More workers will operate as independent contractors, renting their time and expertise to multiple employers—sometimes simultaneously. We are on the threshold of a major shift to a free-agent economy.

Employee services solution: Consider allowing contract workers to



Baby Boomers opt to put off retirement and continue to work.

use your recreational facilities and take advantage of certain employee services.

7. Older workers will not retire. Instead, they will continue to work either part-time or full-time. Responding to the vacuum created by our labor shortage, this trend will impact how Baby Boomers spend their time and money. Their extended leisure vacations may be delayed for some time.

Employee services solution: Plan group travel trips geared towards the interests of your company's Baby-Boomer workforce.

8. Smaller employers will compete vigorously for top talent. Many highly-valued employees will choose to join smaller organizations where they can have more flexibility and/or a greater voice at work, instead of being lost in a big company.

Employee services solution: Promote special interest clubs and special events as avenues for meeting coworkers and building camaraderie. Encourage employees to utilize the company's flex-time program.

9. Time will become increasingly important as a component of compensation. Employees will seek more time-off instead of greater cash compensation.

Employee services solution: Consider recognizing employees' achievements with vacation time, as opposed to merchandise or gift certificates.

10. Employers will step-up their use of technology to compensate for the lack of employees, causing competitors to re-engineer their work processes to remain profitable. Employees will need to keep up on the latest technology, even if it means investing their own time and resources. The more they know, the more valuable they will be to their employers.

Employee services solution: Invest in web-based learning programs that allow employees to learn about technology at minimal cost.

Conclusion

It is important for employee services providers to keep abreast of the future direction of business. Any trends that impact your employees' work lives should be of concern because you have the power to help boost morale and productivity with your programs. When selling new ideas to management, cite these forecasts as reasons to move forward, and your boss will appreciate your attention to the bottom line. **esm**

April Pendleton is marketing director for The Herman Group, Greensboro, NC. She may be reached at (336) 282-9370, april@herman.net or www.herman.net.

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Beyond word processing

Discover the other 90 percent of your computer's capabilities

By Mike Foster

Are you using your computer to its fullest potential? If you're like the majority of Americans, the answer is no. According to the U.S. Census Bureau, 92.2 million adults routinely use a computer, and the number one computer function is word processing. Yet, today's computers are designed to perform many other functions beyond word processing. In fact, when you stretch your computer capabilities, you can improve the way you do business.

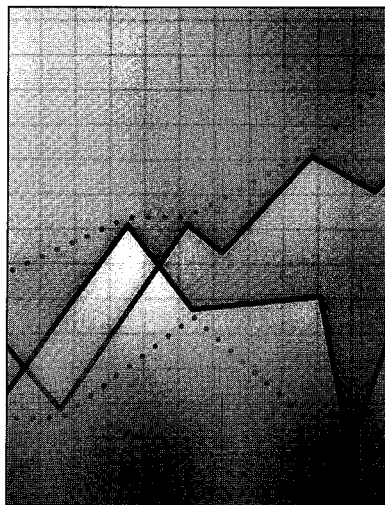
Training is key

Most people were never taught other computer functions or they are afraid to experiment with various programs. As a result, they waste time and resources performing work processes manually, when many of them could easily be computerized. There are several outlets for learning about the additional functions of your computer. Computer training seminars, books and magazines offer a wealth of information for keeping up on the latest technology. College computer classes and vocational training seminars are also available. Read about the following computer capabilities and consider expanding your knowledge in an effort to increase your daily productivity.

Contact management

Like the name implies, contact management software helps you manage the contacts you make

with key people, such as suppliers, volunteers and colleagues. In addition to storing names, addresses and phone numbers, it also maintains lists of the pending and completed activities of each contact. When used effectively, this software eliminates the need for handwritten notes. The contact manage-



ment software documents each time you communicate with your key people, so all the information regarding a project or account is just a click away. If the contact management software is network enabled, other employees can view the stored information. This eliminates the need to update coworkers on specific details. Anyone in the office can access the information and help move projects along without disturbing you for background or status information.

Spreadsheets

The next time you are about to use pencil and paper to create a chart of calculations, stop. Make the process easier with your computer's spreadsheet capabilities. With a spreadsheet, data can be organized according to various sort methods, whether alphabetically, by date or other criteria. A spread-

sheet will also automatically calculate totals and enable you to view the calculations in a graph format. This is especially useful for business presentations, when you must demonstrate how money is spent or how discount ticket sales are increasing. Whether you need to keep track of accounting information, team scores or inventory quantities, a spreadsheet saves time and eliminates human error.

Databases

A database enables you to electronically track lists of items including supplier or volunteer information, charts of accounts, staff profiles, inventory records, etc. Rather than retaining this information in written form, the database allows you to organize, sort and search by specific criteria, and make quick changes whenever necessary. When hard copies are needed, a database allows you to filter the information and print specific records. Database information can also be imported into other applications, such as word processing software, to create form letters and labels.

Desktop publishing

Have you ever spent a large amount of money outsourcing the design and printing of a brochure in bulk quantity, only to want to alter it a few weeks later? Desktop publishing software allows you to create everything from brochures, booklets and event flyers to letterhead, mailing labels and business cards. When you invest in a quality color printer, you can print out the exact quantity you need when you need it, thus eliminating waste. Desktop publishing soft-



ware programs are often the topic of computer training seminars, and they are simple to learn. Depending on the quantity of printed materials needed, you may still wish to employ the services of a professional printer. If so, try designing the items yourself and then supplying the printer with an electronic document of your work on disk or via e-mail. This one step could save you thousands of dollars in design fees, while allowing you complete control of your printed message.

Internet

Connect your computer to the Internet and you open yourself up to a whole new world of information and services. Take advantage of Internet services that allow you to retrieve faxes and voicemail while away from the office,

research information about suppliers, read the latest news, book your own travel, obtain driving directions, consult an expert, and conduct electronic banking. But be careful—it's easy to lose track of time online or, even worse, become addicted to the Internet. If you use the Internet responsibly, you can make new contacts, build your business and increase your overall productivity.

Conclusion

The list of computer functions beyond word processing is limitless. The above ideas and suggestions will help you use your computer effectively. Once you learn additional computer capabilities and implement them into your daily routine, you will become a more productive employee services provider. The result is increased job satisfaction. **esm**

Mike Foster is the founder and president of Foster Success Strategies, Dallas, TX, a company dedicated to empowering business leaders to use technology to increase profit and productivity. He is a frequent presenter of keynote speeches, seminars and workshops. Foster may be reached at (800) 657-7107, mike@fostersuccess.com or www.fostersuccess.com.

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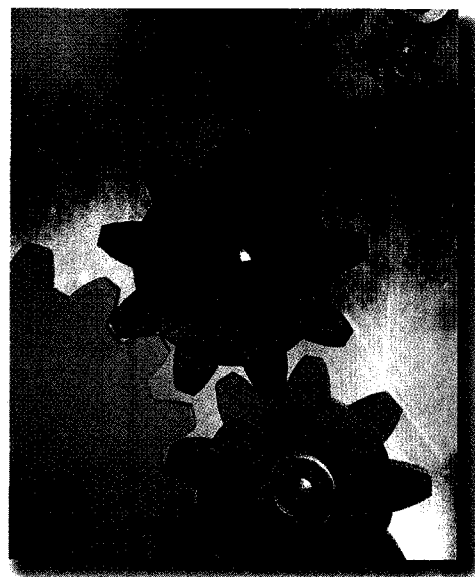
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Blending Cultures

Retaining your employee services during a merger

By Charles W. Coker, Ph.D., and Renee M. Mula, editor

Mergers and acquisitions can try the best employee services providers because there is limited opportunity for either of the companies' cultures to adjust to the news of a merger before being thrust into a situation that requires results—often with less staffing and unfamiliar support systems. The two companies must find something in common or they will end up divisive in their efforts, inconsistent in their behavior and generally unproductive. If this is the case, the company and the employees will never grow organically.

Understanding corporate culture

Before you attempt to blend corporate cultures to shape a new employee services program, it is important to understand corporate culture. Think about the normal startup process of a new business. An entrepreneur brings his or her product or service to market. This person initially struggles to singlehandedly juggle all aspects of the business. Eventually, the entrepreneur increases the business enough to hire help. New

employees arrive at the company with expertise in specialized areas crucial for growth and expansion of the original business. New markets open and sales increase. Additional employees, with expertise and diverse behaviors, must be added, causing new subcultures to be formed within the organization. Eventually, smaller, and oftentimes more progressive, organizations are acquired or merged to build momentum and revenues.

Soon, the company develops a fragmented personality different from the entrepreneur's initial vision. If the altered departments consisting of employees of merged or acquired companies don't create conflict, the new departments with their differing behaviors, attitudes and motivations will. Most departments splinter, while only a few unite.

Traditionally, the CEO wants his or her employees to share the company vision and dream. In many cases, however, this dream has become a money-making machine that is difficult to maintain while trying to hold on to the original family atmosphere. Enter the employee services provider, who accepts the responsibility of codifying the entrepreneur's vision and developing programs that foster unity. The provider's main function may include finding ways to unite the diversity, stabilize employee focus and harmony, provide intended direction from a human perspective, and assist in developing a congruent and positive working relationship between all departments. The employee services provider is also tasked with making employees' time at work a positive experience.

The employee services provider, or people expert, struggles between meeting the employees' wants and needs and ensuring that the company's employee programs and services are aligned with strategic objectives. As often happens, the employee services provider successfully executes the daily logistics of the employee programs and services. However, he or she may get frustrated with the big picture when trying to combine executive direction with cultural diversity and various perspectives. Having fun or a positive attitude at work becomes difficult at best. As a result, management, staff and, to an even greater degree, employees may not feel inspired or even heard. The company looks great on paper, but if morale is low, performance flounders.

Unifying cultures

A thriving culture can only occur when morale is high. A company will never realize its full potential until employees feel a sense of belonging, pride in their accomplishments and the motivation to come to work each day. The only way to accomplish this is to work from two directions. You must start at both the top and the bottom. Management must commit to and support efforts for a unified corporate culture, and employees must help establish and develop that culture.

Creating a unified corporate culture is not as difficult as it may seem, even though there are many individuals involved. The key is management support and employee participation. Consider the unique challenges associated with a corporate merger.

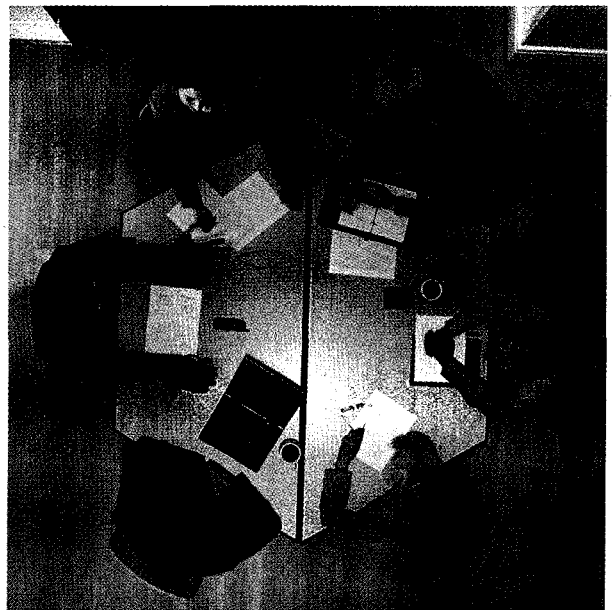
Surviving a merger

Corporate management, through the direction of an employee services provider, can facilitate and achieve cultural agreement. Their combined efforts can help in the facilitation of any cultural merger. Bob Crunstedt, CESM, executive director, Honeywell Employee Club of Minneapolis, Golden Valley, MN, and his employee services program successfully survived a corporate merger when Honeywell joined forces with Allied Signal last year. He offers the following four steps to finding common ground:

1. Do your homework. During Honeywell's merger with Allied Signal, management examined the worth of each human resource function. When it came to employee services, they asked Crunstedt to analyze what Allied Signal offered its employees.

Familiarizing yourself with the culture of a merging company can be difficult. Oftentimes, there is an extended quiet period when the two companies are not allowed to communicate. There is also a lot of pride and emotions involved in the process. For Crunstedt, contacting Allied Signal's employee services provider was not an option. He turned to his Employee Services Management (ESM) Association peers to network indirectly. He talked with Allied Signal's employee services suppliers and those ESM Association Members who worked for Allied Signal in other geographic locations. Soon, he acquired a charter document from the company's employee association. This information was enough to prove to management that the former company believed in the value of employee services.

2. Sell yourself. The goal is to communicate the value of your services. Crunstedt acted with the mindset of a supplier and worked to package and present his employee club to the company's top decision makers



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Building Culture

as though he was presenting a new concept. He created a two-page executive summary explaining the principles and philosophies of the employee club, tying this information to the mission and objectives of the company. His goal was to prove that the value of the employee club exceeded the financial support he was requesting.

3. Look to your champions. Over time, Crunstedt built quality relationships with Honeywell's CEO and human resources directors, and they became familiar with Crunstedt's work. They understood the purpose of the employee club and supported it. These alliances helped him and his employee club earn high recommendations when new management was hired.

4. Extend your services. With the creation of an executive summary, the value of the program was an easy sell. After the merger, the scope of the services had increased to several corporate locations. To gain the support of the new locations, Crunstedt started small—he offered the services to them at no cost. After four months, one-third of the workforce had enrolled, and the demand for employee services was actualized. Because of his approach, Crunstedt later had little difficulty requesting that the employees help support the programs financially.

Conclusion

Employee services providers can either be the victims of a corporate merger or the leaders in shaping a new culture. If the employee services program has existed at the company for quite some time, the employee services provider is likely to have access to facts and figures that prove the value of the program. Once decision makers understand its worth, the employee services provider must use these services to help boost morale and unify the new workforce. **esm**

This article was provided by the Incredible Speakers Bureau, Orlando, FL. Charles W. Coker, Ph.D., is a consultant, trainer and speaker for LifeThrive Performance Systems, Inc., Jacksonville, FL. He may be reached at (904) 220-8113 or cwcoker@cybermax.net.

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Ideas for recognizing volunteers

By Renee M. Mula

ESM Association Members rely on volunteers to help them carry out the details of employee services programs and events. Since volunteering requires a commitment of time outside of work, it is important to be creative in recognizing their efforts. To find out how ESM Association Members thank their volunteers, an ESM Association E-Mail Service* question asked members to share their volunteer recognition programs. Here is a sample of what our members had to say:

Debbie Stecher
Eldec Corp., Lynnwood, WA:

"Our volunteers are presented with All-Star Awards, which include a Granite Star Award with their name on it, a \$50 gift certificate and an All-Star polar-fleece shirt emblazoned with the company logo. The president of the company personally congratulates them and we publish an article, with photos, in our monthly newspaper."

Jan Frazier-Scott
Federal Express, Memphis, TN:

"My department has a volunteer team. After each event, the volunteer project coordinators receive plaques and the volunteer participants receive a thank-you letter from the vice president of our department. At the end of the year, a drawing is held for tickets to the American Cancer Society's gala event, worth about \$200 each."

Karen Etscheid
TTX Co., Chicago, IL:

"TTX Company rewards volunteers by treating them to a Chicago boat cruise with lunch and special giveaways. We recognize them in our monthly employee newsletter after each event and annually to identify all volunteers at once."

Carol Winch
3M Club, Lake Elmo, MN:

"Our volunteers are recognized at the end of the year with gift certificates that can be used towards the purchase of any products or events sponsored by our employee recreation program. They are also recognized, by name, at our quarterly meetings and in the weekly employee newsletter. At some of the larger events that require additional time, volunteers are recognized with a luncheon and/or a T-shirt or sweatshirt."

Miriam Hewitt
Cell Therapeutics, Inc., Seattle, WA:

"Our employee activities committee is recognized at year-end company meetings and they are presented with awards. Over the past few years, the committee has been awarded with shares of company stock and \$250-\$500 bonuses. One year, the committee won the annual Team Award which includes a monetary gift of \$1,000 for each committee member."

Susan Ridolfo
Grange Insurance Co., Columbus, OH:

"We have a volunteer recognition program, and we call our volunteers Grange Ambassadors. They can earn incentive prizes for the time they spend volunteering in the community as representatives of Grange. We just revised our guidelines to include the incentive of a cash donation to the charity of their choice once they reach a certain level."



Shalissa Colwell
Dallas Texins Activity Center (Texas Instruments), Dallas, TX:

"We have found that food is the best way to recognize volunteers. Whenever we host a special event, we order pizza afterwards, when everyone is present. In the past, we have planned a luncheon, but it was difficult for everyone to adjust their work schedules. I also recognize volunteers with a thank-you note and two movie tickets. This type of recognition is better when there are fewer volunteers, because it is a little more expensive. I'm always sure to send a thank-you e-mail to the entire staff, listing the names of those who went above and beyond the call of duty."

Vivian Geary
Universal Studios Escape, Orlando, FL:

"Because we are a theme park, we give away complimentary park tickets to employees who help out in the park during peak periods and to members of management who volunteer at employee events."

"For smaller employee events, we present the event organizers with \$50 gift certificates to a local restaurant. If a team or department supplies the volunteers, we either plan a pizza party or allow the volunteers to play free games at our onsite arcade."

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Many Thanks

Linda Barli
Oakwood Healthcare,
Dearborn, MI:

"We invite volunteer team members and their guests on a bus trip to a nearby casino, which includes a \$15 dinner voucher. It only costs the company \$5 per person. Volunteers are also recognized with team logoed mouse pads, shirts, hats, and visors. Some volunteers are nominated to receive an award through our company's rewards and recognition program."

Conclusion

ESM Association Members recognize their volunteers with gift certificates, lunches, group trips, or monetary rewards. The key to choosing volunteer rewards is to know what your volunteers will find of value, and to check with your payroll department regarding monetary rewards. You may consider surveying your volunteer group to learn more about their interests before making a decision on how to properly recognize them. The rewards you provide could determine how many people volunteer.

esm

Renee M. Mula is editor of Employee Services Management (ESM) Magazine. She may be reached at (630) 368-1280 or reneemula@esmassn.org.

**The information provided in this article was compiled from ESM Association's E-mail Service. If you are interested in asking your peers for advice about employee services and receiving feedback via e-mail, see the ad on page 31 to sign up for this free member service.*



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Saving Time & Money

**Convenience services help
employees balance work and life**

By Vicki D. Sebela

What if you could cross off items on your to-do list—grocery shopping, stopping at the dry cleaners and having film developed—all while at work? Employees at Anderson Consulting, Wellesley, MA, can do just that by paying a small fee to use the office's subsidized concierge service. Around the country, companies are using nontraditional perks like these to retain employees by helping them manage life's responsibilities. By placing products, services and savings at employees' fingertips, life is easier. They can run errands and buy gifts during lunch and still return to work on time. Smart companies are wooing employees with these non-monetary rewards. Consider offering some of the following convenience services to your employees.

Voluntary benefits

Many companies are turning to voluntary benefits, such as personal or group insurance options, as incentives for employees to stay with the company. Voluntary benefits, like all convenience services, save employees' time and, in many cases, money. By offering automobile and homeowner's insurance, employees are eligible for group discounted rates and can avoid finance charges. When it comes to time-saving techniques, some voluntary benefits providers go so far as to screen and select trustworthy insurers to provide personal, knowledgeable counseling on insurance issues. The provider may even visit your worksite to meet with employees and answer their questions one on one. With all the groundwork laid by the company, employees feel more empowered to make a decision. They can save even more time by making their premium payments through payroll deduction.

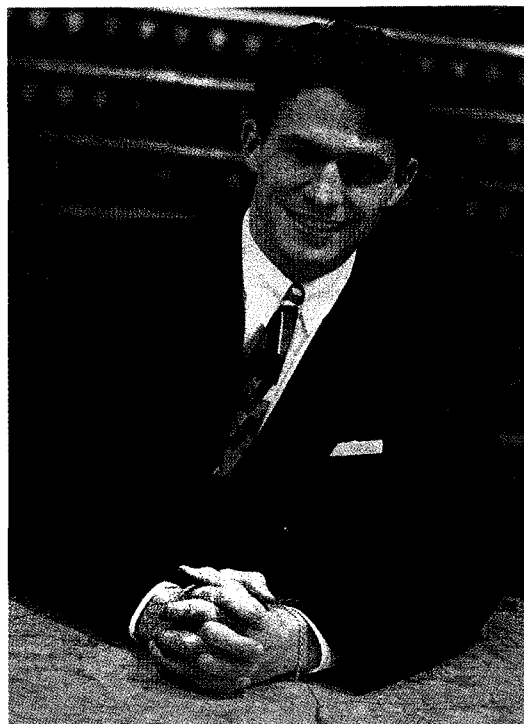
Lessening your employees' workload to this extent does not have to mean burdening the company. The only start-up costs employers incur in implementing group insurance benefits are in adjusting the company's existing account management or salary systems to handle payroll deductions. Compared with the value of voluntary benefits, the degree of administration required is either minor or a wash.

Discount programs

According to *ESM Association's 1999 Market Survey*, discount programs are estimated to save employees an astounding yearly average of \$20,520. The most popular products sold at discounted prices are jewelry, giftware, sportswear, and computer hardware and software. Nearly 80 percent of ESM Association Member companies offer employee discount programs, which include ticket sales, floral services, automobile maintenance, film processing, and more. Employees are less likely to leave work early when they can purchase discount tickets to local events through an employee intranet site or have their oil changed onsite.

While the effort on the part of the employee services provider is minimal, there are several components to consider when negotiating a good discount program, not the least of which is adhering to current company policy regarding suppliers and discounts. Turn to the many resources available to you through your ESM Association membership to determine the range of discounts available. Employees are another great source of possible suppliers, so ask around. Once you have found a business interested in providing discounts, use these guidelines when calling or writing them to properly communicate your employees' needs.

- Include your name and title.
- State the company name and type of business.
- Delineate the number of employees and the number of locations that will be offered the discount.
- Clearly indicate that the discount is to be exclusive to employees of your company.



Some companies hire a concierge to help employees run errands for a fee.

- Estimate the amount of business you anticipate the provider will receive as a result of this program.
- State when you would like the program to begin and end.
- Notify the business owner of the markup you intend to make.
- Specify how the supplier will be paid.

One of the first decisions you will face is whether to pre-purchase tickets or obtain them on consignment. It is generally agreed that consignment ticket programs are more profitable because prepayment is not required. You only pay for the tickets purchased by your employees. This method will not tie up company money or leave you with unused, yet fully paid for, tickets. However, if you must pre-purchase tickets, check on the possibility of returning unsold tickets for credit toward your next purchase, or allowing for expiration date extensions. Also, determine how many tickets to order and how they will be obtained from the vendor, sold to the employees and accounted for within your company (See sidebar on page 24). Finally, put all discount regulations and offerings in writing, and always check with the legal department regarding contracts to be signed.

Employee vendor fairs

Employee vendor fairs are another means for selling discounted products and services to employees. According to *ESM Association's 1999 Market Survey*, over 37 percent of ESM Association Members invite suppliers on company premises to present their prod-

CONVENIENCE SERVICES PROGRAM BASICS

Before offering discount tickets, products and services to your employees, there are preparations to be made. When getting started, purchase a strong box or locking desk. There will be discount tickets, checks and cash to safeguard. Create an effective sales recording sheet that monitors what service and discount tickets were sold. This might be kept in handwritten form, a spreadsheet program or a point-of-sale system. Maintain a separate sheet for each event and service. For each ticket sale, it is helpful to record the following information: ticket serial number, quantity sold, the employee's name or number, the sales amount, the check number or indicate cash, and the date of sale. These should be recorded at the time of sale, so that any discrepancies can be immediately resolved and accounting can remain efficient.

ucts or services. Vendor fairs may pertain to lines of work, work/life balance or a special time of year. They offer employees the opportunity to learn about, test and buy new products and services, often at a discount. They may be held as often as every day during lunchtime, or as rarely as once a year for a daylong affair.

Some companies charge vendors \$20-\$325 to rent booth space, while others take a percentage (typically 10-20 percent) of gross sales. In either case, the profit is often used to enhance employee services programming. Some managers believe the fair is a service to employees and, with this mindset, they waive vendor charges and urge sellers to pass along the savings to employees. As an additional incentive for employee participation, many companies request a door prize from each supplier to be given away at the end of the event to a vendor fair attendee.

Employee stores

The employee store can become a central location for vendor fairs, sales and discount ticket programs. It can even be the supplier of job-related items, such as

safety wear or office supplies. Employee stores, when run in-house, are the retail and service operations within a company. Employees can purchase snacks, health foods, beverages, company logo clothing items, and greeting cards; rent videos, audio books and carpet shampoos; or take advantage of services such as gift-wrapping, floral services and film processing. Depending on how the store is run, it can either generate a significant and consistent revenue stream or break even. If the employee store is run well and sells the right products at competitive prices, it will turn a handsome profit while saving employees money, reducing stress and promoting positive emotions about the workplace.

When staffing options are at a minimum, outsourcing your employee store is an alternative to in-house production. In addition to relieving staff from most store responsibilities, outsourcing can reduce the overhead incurred by employee services. You will also receive a pre-arranged commission, from 8-12 percent, from your outsourcing company. However, most agree that outsourcing is not the best option. There is a danger that an outsourced store can be so far removed from the needs of the employees that customers are dissatisfied. If you must outsource, work with the outsourcing company to develop a sound contractual agreement that provides your company with the right of first refusal in all areas, from purchasing merchandise to hiring staff.

Another option is taking your employee store online, thereby affording easy access to employees in all company locations. In light of the increasing rate at which U.S. retailers are generating more business by selling their products and services online, you too should consider utilizing e-commerce. Ask yourself the following questions when making the decision to sell online. Then, chart the vision and goals of your online store.

- Are all of your employees computer literate?
- Will the site be accessible to all?
- Can secure ordering be provided, and will support be available?

Keys to success

Both the location and hours of operation of your physical distribution center are extremely important elements that can impact the overall success of your program. Design your center with the most employees in mind. Where can you set up shop that is easily accessible and highly recognizable? If employees have to trek out of their way to use the services, they are less likely to do so. Employees will also weigh time spent versus money saved. The same is true when creating hours of operation. If shift workers must come in early or on a day off to obtain the benefits of your convenience services program, in all likelihood they will not use them. Understanding that the program cannot be

all things to all people, consider hours that span the end of one shift and the beginning of the next, or add hours one night and/or weekend a month.

A penny saved...

Achieving success in offering convenience services requires proper promotional efforts. Practical examples of money saved through program participation can turn heads within your company. Provide employees with an example of a fictitious family that, over the course of a year, took advantage of your services and saved a specific amount of money. Even if you are currently providing only one service, it behooves you to consider the actual dollar amounts saved by the employees who participate. Then, get out there and tell them about it. Utilize the Internet, intranet, employee newsletters, paycheck stuffers, and more to spread the good news.

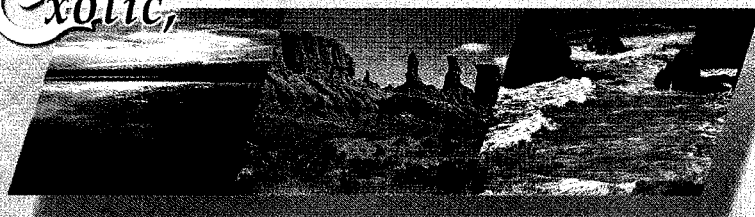
Conclusion

Convenience services assist employees in completing everyday tasks. Providing those services at work reduces stress and increases employees' free time.

Companies who want to recruit and retain quality workers will work hard to provide employees with as many convenience services as possible. Use convenience services to demonstrate that your company values the time and hard work of its employees, and appreciates how quickly a dollar can disappear. **esm**

Excerpted by Vicki D. Sebela from the textbook Employee Services Management: A Key Component of Human Resource Management by Thomas H. Sawyer, Ed.D., professor in the Department of Recreation and Sport Management of Indiana State University, Terre Haute, IN. To purchase copies of this book, contact ESM Association at (630) 368-1280 or esmahq@esmassn.org. Sebela is president of Sebco Enterprises, an award-winning freelance writer and proof-reader for ESM Magazine. She can be reached at (630) 690-3117 or sebco@xnet.com.

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Something to talk about

Creative perks that keep employees balanced and content

By Michael P. Scott

While working as director of human resources for a hospital in central Indiana, I inadvertently stumbled across the concept of employee perks. At the time, our hospital was searching for a four-star chef to significantly upgrade the quality of our food services. We quickly identified a "crème de la crème" candidate who specialized in culinary delicacies as well as mouth-watering desserts. Once he accepted our job offer, his talent had an immediate impact on the quality of our patients' food. As our employees began eating in the cafeteria, we were surprised to hear positive accolades from them as well. Once the word got out, not only did this new perk serve as an effective component of our recruitment efforts, but it also played an important role in helping retain staff.

If you want to have an immediate impact on the quality of life, productivity and work/life balance of your employees, you must offer creative perks as part of your overall employee services program. Promotion Networks, Inc., a Dallas, TX-based marketing firm, is known for its unusual employee perks. This privately-owned firm, which has annual sales in excess of \$13 million, 102 employees in three locations and low employee and client turnover rates, attributes much of its success to the extras that they offer, which include kitchens fully-stocked with food and free health club memberships. Perhaps their most unusual perk is located at their New York office, where employees take advantage of a free onsite washer and dryer.



Recreation facilities make work more enjoyable.

The need for balance

It makes sense to offer services that distinguish your company as a desired employer. The need for these perks is also evident when we consider a number of issues impacting today's workforce. According to the American Institute of Stress, Yonkers, NY, job stress costs the U.S. business industry nearly \$300 billion annually, as assessed by absenteeism, diminished productivity, employee turnover, direct medical, legal and insurance fees, and other related factors. Thirty-four percent of employees surveyed by Central Marketing Inc., New York, NY, say their jobs are so pressing that they have no downtime at work. Thirty-two percent of employees say they eat



Detroit Edison Co.'s Employee Boat Club allows workers to meet one another through a shared hobby.

lunch at their desks while continuing to work. Emerging out of these issues are companies willing to explore new avenues for helping employees live well-rounded lives.

Fun ideas

Look at your own employee services program to determine if you already have some custom programs in place that will attract top talent to your organization. Will your employees think twice about heading to another employer because of the extras you provide? Your objective should be to create perks that meet your employees' needs, and then use these perks to promote your company as the best employer within your community. Discuss these issues with your employee relations committee and benchmark with other companies to develop ideas that are beyond the status quo. Look at the employee perks ESM Association Members are offering their employees:

- At Pfizer, Inc., Groton, CT, Paula Picken, vendor services coordinator, says her company loans out laptops to employees who travel. They also hold engaging special events, such as a celebration featuring NASCAR Showcars, sponsored by Viagra and

Visine—two of Pfizer's product lines. "Employees really appreciate the little extras because they relieve some of the stress associated with work," Picken says.

- Gary McKamey, manager of employee services, Coors Brewing Co., Golden, CO, says his company invested in lactation rooms for nursing mothers. "These rooms have been a huge success. The rooms are private and equipped with breast pumps," McKamey says. "They allow new mothers to return to work sooner, if they choose to do so."

- Stephanie Valesky, assistant and member of the Employee Services Committee, Cigna Healthcare of Florida, Tampa, FL, says her company plans an employee recognition event at Universal Studios. They also have a formal walking program where employees can partner with coworkers and challenge each other to become fit.

- Mary Lou Deneau, Edison Athletic Association advisor, Detroit Edison Co., Detroit, MI, considers the Edison Athletic Association her company's most creative perk, which boasts state-of-the-art facilities for a wide variety of employee activities including basketball, yoga and volleyball. The

company also has several employee clubs, including the Employee Boat Club where members improve their knowledge and skills in sailing, power boating and yachting. Around the holidays, they hold a vendor fair where retailers are invited onsite to offer employees discounted products. "We only invite ESM Association suppliers because they offer the most creative employee perks," Deneau says.

Conclusion

The competition is fierce when companies are vying for top talent. Explore ideas for distinguishing yourself from competing companies by offering programs and services that generate excitement, spark conversation and, most of all, make employees proud to work for your company. Remember, successful employee programs are manifested when you dare to be different. **esm**

Michael P. Scott is the president of Nevada Star Frontier Exchange, a Carson City, NV-based strategic communications firm that assists individuals and organizations in reaching new frontiers of success. He can be reached at power2u@ix.netcom.com.

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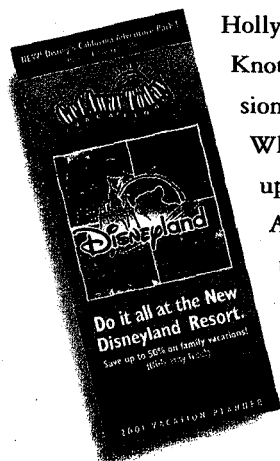
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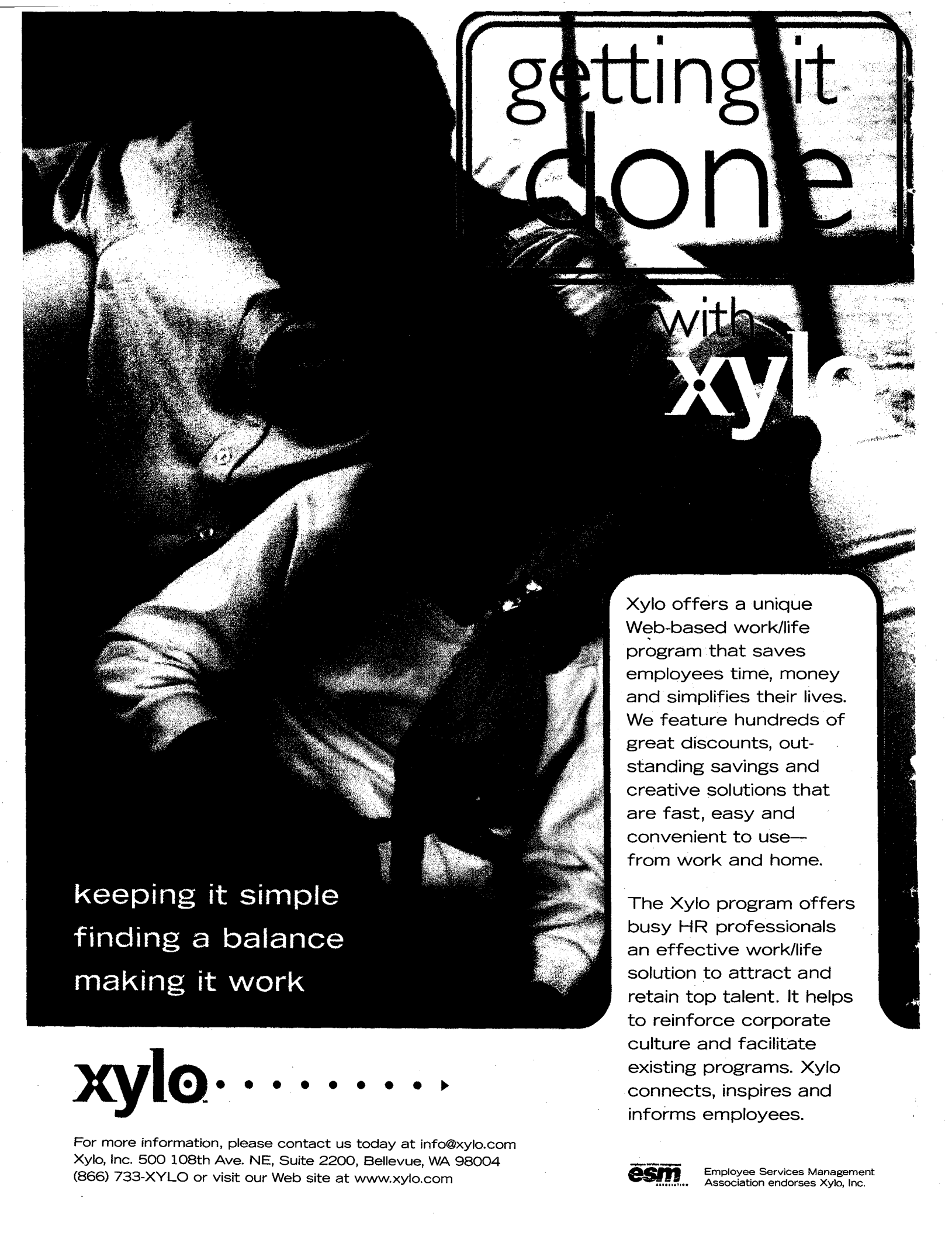
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Employee Services Management
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esm

magazine

May/June 2001

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Employee Stores
Community Services
Convenience Services
Dependent Care
Recreation Programs
Recognition Programs
Special Events
Travel Services
Voluntary Benefits
Wellness

The Best

Employee Services Programs

page 7

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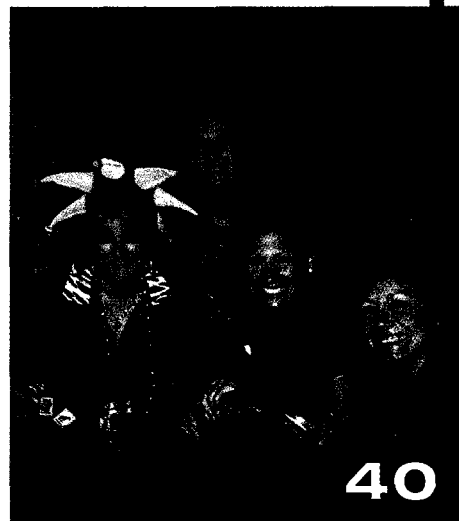
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magazine

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Read about the success of ESM Association's 60th Annual Conference & Exhibit.



Becoming "The Best"

Award winners understand the bottom line

Each year, Employee Services Management (ESM) Association recognizes top employee services programs with its Awards of Excellence. ESM Association members submit entries for a particular awards category, attempting to be recognized for their hard work by winning an award at ESM Association's Annual Conference & Exhibit. While the criteria for each award is different, this year's award winners share one aspect that makes them the best—they tie employee services to the bottom line.

A successful program proves to management that employee services are necessary to a company's financial prosperity. Without this element, employee services may be seen as expendable, becoming a victim of budget cuts. Most likely your programs are impacting the bottom line—whether you have found a method for proving it or not. For example, you know that there would be anarchy at your organization if the employee association was suddenly eliminated because, each day, you interact with hundreds of employees who enjoy its services. However, management may not see the effect your programs have on employees. They may not understand that your programs are giving employees reasons to feel good about their employer.

When Eastwood Award Winner University of Utah Hospitals and Clinics, Salt Lake City, UT, decided to administer its first *Employee Opinion Survey*, the departments responsible for employee services made sure questions about their work/life benefits were included. The survey results showed that 65 percent of the hospital staff agreed that their jobs allow them to find a reasonable balance between work and personal life. Consequently, the hospital allowed the employee services departments to make improvements to their work/life benefits, likely making the results of the next *Employee Opinion Survey* even more favorable.

The Employee Services and Human Resource staff of Innovative Program Award Winner Hughes Network Systems (HNS), Germantown, MD, gets its employee services program noticed by working hand-in-hand with Pradman Kaul, HNS's CEO. During an employee event coordinated by the staff, Kaul openly discusses the company's financial position and fields employees' questions about the company. The event inspires loyalty to the organization by encouraging openness between management and employees. It also solidifies the Employee Services Department as a retention tool.

If you already have instruments in place to obtain feedback from employees that proves to management the impact of your programs, then you are ahead of the game. If not, it's not too late. These are two examples of the techniques ESM Association's award winners used to justify their programs to management. Read about their strategies and use their ideas to develop programs that impact your company's bottom line. Turn to page 7 to find out more.

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**THE TEN
COMPONENTS
OF A WELL-ROUNDED
EMPLOYEE SERVICES
PROGRAM**

employee services management



ASSOCIATION

Employee Stores
Community Services
Convenience Services
Dependent Care
Recreation Programs
Recognition Programs
Special Events
Travel Services
Voluntary Benefits
Wellness

2000 Highlights

June 2001

Dear ESM Member:

On behalf of ESM Association's National Board of Directors, it is my pleasure to present you with ESM Association's 2000 Annual Report. We have included statements of our financial position as of December 31, 1999 and 2000, and statements of activities for the years then ended.

Over the past year, we have seen numerous accomplishments by ESM Association. Our successes began with the implementation and transition of our name change from NESRA to Employee Services Management (ESM) Association. As a result, 70 percent of the chapters adopted ESM Association in their names. The implementation of new member services has allowed for increased networking and educational opportunities.

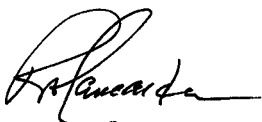
ESM Association Highlights

- Piloted a work/life curriculum at Cal Poly State University, Pismo Beach, CA
- Planned a highly-successful Pre-Conference Work/Life Seminar
- Approved the publication of the resource book, *Employee Services Management: A Key Component of Human Resource Management*
- Implemented the new Member Resources Section of www.esmassn.org, comprised of the Membership Directory, Buyer's Guide, Keynotes, ESM News, Benchmarking, and Job Opportunities
- Launched the Chapter Leadership Forum at ESM Association's 59th Annual Conference & Exhibit
- Introduced Individual Membership, a new membership category that serves multiple employee services providers at the same company location
- Sponsored the *Working Mother* Magazine Conference
- Expanded and improved the ESM Listserve
- Introduced the Monograph Brochure Series
- Revamped the design and content of *ESM Magazine*

ESM Association also announced an overall evaluation of its structure and offerings that will assure that the association continues to meet the needs of today's employee services providers. The membership participated in a *Needs Assessment Survey*, and task forces were developed to further this project.

During the remainder of this year, I see our success continuing. We can look forward to growth and exciting developments that will prove valuable to all employee services professionals. We appreciate your continued support and participation in advancing the employee services field.

Sincerely,



Roger Lancaster, CESM
ESM Association Immediate Past President

2000 Annual Report

STATEMENTS OF FINANCIAL POSITION DECEMBER 31, 2000 AND 1999

	2000	1999
ASSETS		
CURRENT ASSETS		
Cash and equivalents	\$ 102,139	\$ 24,455
Accounts receivable	73,969	20,529
Prepaid expenses	32,941	41,410
TOTAL CURRENT ASSETS	209,049	86,394
FIXED ASSETS		
Furniture and equipment	85,059	80,975
Less accumulated depreciation	(75,031)	(72,799)
	10,028	8,176
OTHER ASSETS		
Office security deposit	2,076	2,076
TOTAL ASSETS	\$ 221,153	\$ 96,646
LIABILITIES AND NET (DEFICIT)		
LIABILITIES		
Accounts payable	\$ 37,639	\$ 27,675
Accrued compensation	25,431	21,885
Accrued income tax	6,400	—
Lease obligation	8,390	—
Deferred income	219,773	174,652
TOTAL LIABILITIES	297,633	224,212
NET (DEFICIT)	(76,480)	(127,566)
TOTAL LIABILITIES AND NET (DEFICIT)	\$ 221,153	\$ 96,646

STATEMENTS OF ACTIVITIES DECEMBER 31, 2000 AND 1999

	2000	1999
REVENUE	\$ 1,031,858	\$ 986,411
EXPENSE	980,772	1,057,385
INCREASE (DECREASE) IN NET ASSETS	51,086	(70,974)
NET (DEFICIT) Beginning of Year	(127,566)	(56,592)
NET (DEFICIT) End of Year	\$ (76,480)	\$(127,566)

ESM ASSOCIATION FOUNDATION FINANCIAL STATEMENT DECEMBER 31, 2000

REVENUES	\$ 17,522
EXPENSES	51,044
EXCESS OF EXPENSES OVER REVENUES	(33,522)
NET EQUITY 1/1/00	61,709
NET EQUITY 12/31/00	\$ 28,187

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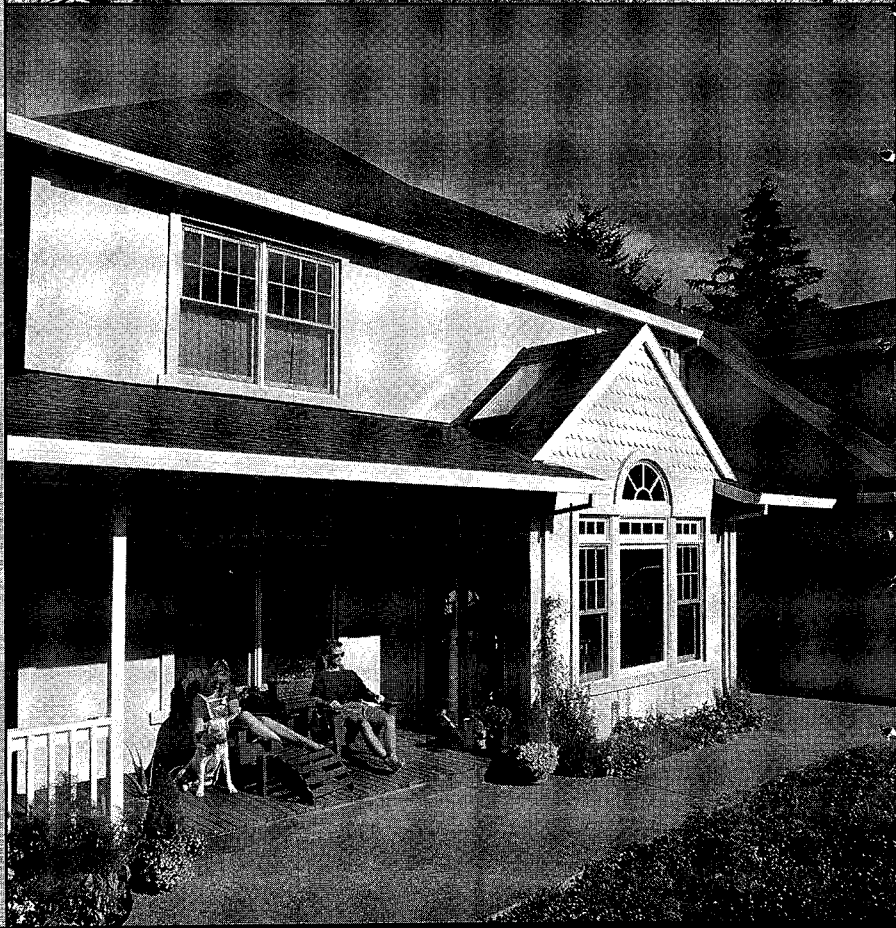
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Awards of Excellence

Stories written by Renee M. Mula, editor, and Peter Wolak, editorial assistant

The best employee services programs and activities

Employee Services Management (ESM) Association, headquartered in Oak Brook, IL, is proud to present the winners of its 2001 Awards of Excellence. ESM Association bestows these awards to showcase the best employee services programs. This year, seven programs were awarded in five different categories. These categories include the Eastwood Award, Innovative Program Award, Employee Store Award, Leonard R. Brice Superior Merit Award, and Chapter Merit Award. The winners accepted their awards at ESM Association's Member Appreciation Luncheon held on April 10, 2001 at ESM Association's 60th Annual Conference and Exhibit at the Fairmont Hotel in New Orleans, LA.

The Eastwood Award, the most prestigious of the Awards of Excellence, is awarded to the most outstanding overall employee services programs of 2001. The award is named in honor of ESM Association's first president, Dr. Floyd Eastwood. This year, the award goes to two companies: University of Utah Hospitals & Clinics, Salt Lake City, UT, and Salt River Project Employees Recreational Association, Inc. (PERA Club), Phoenix, AZ. Candidates submitted entries that doc-

umented their mission statement; scope of the program and how it increased the awareness of employee services; examples of how the program impacts the company's business or culture; plus additional details such as goals and strategies for securing financial resources.

The Innovative Program Award is awarded to the most creative program activity within an overall employee services program. This year's winners are Hughes Network Systems, Germantown, MD, and

AwardsOfExcellence

Phillips Petroleum Co., Bartlesville, OK. Entrants included their objective, evaluation process and how their programs increased the awareness/visibility of employee services to their companies' management.

Grange Insurance won ESM Association's Employee Store Award. Entrants of this award illustrated how their employee store(s) adds value to the company and its employees. They answered questions about the store's total sales, how employees' needs are determined and the store's influence on the company's culture.

As a national entity, ESM Association recognizes the value of its chapters, located across the country. The chapters provide local members with frequent

educational and networking experiences. Both ESM Association's Leonard R. Brice Superior Merit Award and Chapter Merit Award are judged on a point system. ESM Association of San Antonio, TX, was awarded the Leonard R. Brice Superior Merit Award and ESM Association of Central Florida was awarded the Chapter Merit Award. The chapters were granted these awards based on their outstanding chapter administration and their effective efforts to provide professional development and networking opportunities to their members. **esm**



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U.S. General Services Administration

Eastwood Award
2,500-5,000 employees

Lending an Ear

University of Utah Hospitals & Clinics listens and gives employees what they want

For the staff of University of Utah Hospitals & Clinics, Salt Lake City, UT, to continually deliver excellent patient care and customer service, the hospital must provide an infrastructure that supports their employees' work and the well being of their families. At times, this can be a difficult task for the various departments providing employee services because the hospital is a 24/7 operation with employees working various shifts. Fortunately, hospital employees have the Social Activities Committee (SAC), a group of hospital department representatives that keeps the needs of shift workers and offsite employees in mind. In addition to activities planned by the SAC, onsite employees have access to extensive employee programs and services, by virtue of the hospital's affiliation with the university.



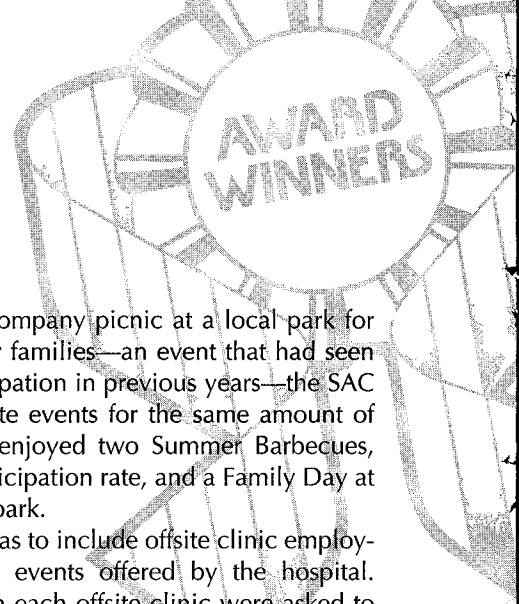
Eastwood Award

**University of Utah
Hospitals & Clinics
Salt Lake City, UT**

submitted by Wendy Bailey,
coordinator, hospital administration

Lending An Ear

University of Utah Hospitals & Clinics



Special events

The SAC designs, coordinates, implements, and evaluates all employee and organizational events. Because the committee enjoys planning creative activities, about half of the events are new each year. For example, on Valentine's Day, the SAC created candy bar wrappers that recognized employees' efforts over the past year. On the inside of the wrapper, employees had a chance to enter a drawing for \$100 gift certificates. They dropped off their entry forms in strategically-placed Valentine boxes across the hospital. In addition to holiday celebrations, the SAC also plans ice cream socials, golf outings and anniversary celebrations.

In the year 2000, the university celebrated its 150th birthday and the hospital celebrated its 35th anniversary. Wendy Bailey, coordinator, hospital administration, worked with the SAC and campus representatives to host a Sesquicentennial Celebration (150 years). At the kick-off event, over 11,000 employees dined on free pizza and soft drinks available at a number of locations across the university campus. The university celebrated its anniversary with a cake-cutting ceremony, where the president of the university and the U.S. Postal Service unveiled a commemorative postage stamp honoring the celebration. The university band played while a local singing group sung an award-winning birthday song written especially for the event.

Meeting needs

After reviewing the results of the hospital's *Employee Opinion Survey*, the SAC identified three goals. The first was to increase the number of special events provided by the hospital, but not at an increased cost to the organization. To meet this goal, instead of provid-

ing the traditional company picnic at a local park for employees and their families—an event that had seen a decrease in participation in previous years—the SAC offered three separate events for the same amount of money. Employees enjoyed two Summer Barbecues, with 98 percent participation rate, and a Family Day at a local amusement park.

The second goal was to include offsite clinic employees in each of the events offered by the hospital. Representatives from each offsite clinic were asked to serve on a committee to brainstorm ideas. They decided that when the SAC delivers holiday treats to hospital employees, the offsite representatives will pick up treats and deliver them to their respective locations. If the hospital hosts a large event, such as its Summer Barbecues, the SAC will allocate funds to the offsite locations so they can coordinate a similar event on their own. Offsite managers and employees alike are thrilled that they are now included in all of the events, sales, discounts, etc.

The hospital's third goal was to ensure that all employees were included in the events and activities. The hospital has three shifts, and often the night shift was not included in the events. To resolve this issue, the SAC increased its membership to include representatives from all three shifts, and services have been expanded to benefit employees from all shifts.

University services

As the clinical arm of the University of Utah Health Sciences Center, onsite hospital staff has access to extensive employee services. Among these services are two bookstores located on the Health Sciences campus and one on the main campus, two convenience stores on the main campus, and the Gift Shop in the lobby of University Hospital. At each store, faculty, staff and students can purchase merchandise at a discount, saving them both time and money. At the bookstores, faculty, staff and students can purchase University of Utah logo wear and merchandise, computers and electronic equipment, jewelry, books, office supplies, sundries, greeting cards, and gifts. In addition to merchandise, the main campus location has an onsite U.S. Post Office, automatic teller machine (ATM), and computer repair services. If the bookstores are not a convenient stop on any given day, faculty, staff and students can also purchase merchandise online.

Nestled in the heart of the main campus is the Olpin Union Building, which offers a wide variety of products and services including an onsite convenience store, four-star restaurant, coffee bar, cafeteria, bowling alley,



Employees receive candy bars with enclosed notes recognizing their hard work.

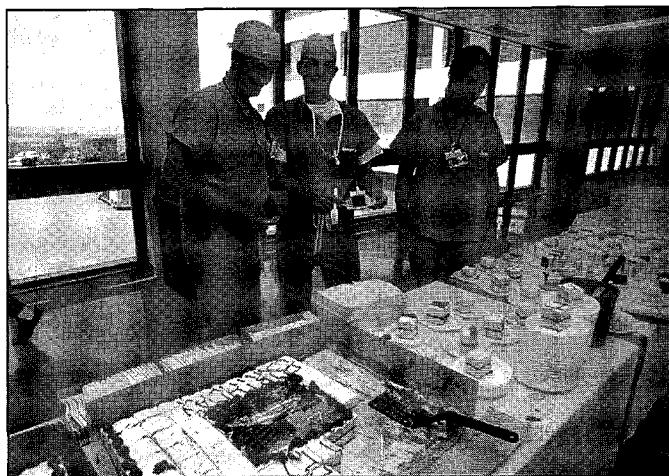
table tennis, billiards, chess, and movies. With a valid University I.D., employees and students can cash personal checks at this location.

The University of Utah has three onsite childcare facilities, including the campus-run Child and Family Development Center. Employees are eligible to take up to 12 weeks of leave for the birth, adoption or foster care placement of a child; to care for a parent, spouse or child with a serious health condition; or for a serious health condition that leaves them unable to perform their jobs. The university's Childcare Office serves as a resource and referral center. In addition to three onsite lactation rooms available to staff, University Hospital offers childbirth classes for parents, and has a library of materials on parenting issues. Discounted summer childcare, day and sport camp programs are available for employees' children, and flexible work schedules and telecommuting enable employees to spend time with their families. Flexible spending accounts are also available to offset the costs of day-care. Full-time and part-time employees are eligible for long-term care insurance that covers nursing home stays, community-based care, as well as an informal caregiver benefit that pays for extra expenses when a family member or friend acts as a care provider. In some instances, an employee's spouse, parent, parent-in-law, and grandparents are allowed to enroll.

The core mission of University of Utah Hospitals & Clinics is based on community service. As the only academic medical center in the Intermountain West, the hospital cares for the region's sickest patients and serves as a training ground for the region's next generation of healthcare providers. The hospital serves the community through a variety of activities. Last year, University of Utah Hospital employees donated more than 3,200 hours of community service including: sponsorship and participation in health screenings, immunizations and health fairs; participation in school assemblies; providing speakers to community groups to address healthcare issues; and collaboration with other community organizations to meet community health needs.

Financial resources

Each of the various departments that make up the hospital's employee services programs are supplied with an annual budget. The budgets are reviewed each year by both the program manager and hospital administrators. Hospital administrators review budget recommendations with the Vice President of Health Sciences. Program changes and revised budgets are approved by the President's Office at the University of Utah and the Board of Trustees.



The Cardiology Services staff celebrates the 35th anniversary of University of Utah Hospitals with birthday cake.

Services developed and managed by the University of Utah departments are approved through the same process beginning at the Vice President's level and proceeding to the Board. The results of these reviews—such as program revisions, expansions and new proposals—help to identify improvement opportunities and determine the goals and budget for the upcoming year.

Making strides

When the hospital decided to administer its first *Employee Opinion Survey*, the departments responsible for employee services made sure questions about the hospital's work/life benefits and other employee services-related questions were included in the questionnaire. The survey results showed that 65 percent of hospital employees felt their jobs allow them to achieve a reasonable balance between work and personal life. These statistics prompted the hospital to permit the departments to make improvements to their programs. As evidenced by the preliminary results of this year's *Employee Opinion Survey*, the areas that saw the most significant gain or improvement compared to the results of the previous survey, were those that fell under employee services.

Conclusion

Working for a university hospital does have its benefits. Through the support of the hospital and services available through the university, University of Utah Hospitals & Clinics has managed to successfully serve its entire 24/7 workforce. Social activities, convenience services, family-friendly programs, and a survey that offers employees a voice within the hospital, all give employees reasons to feel good about work. **esm**

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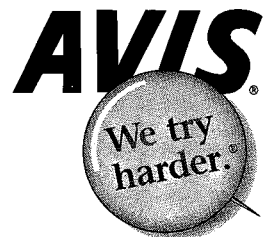
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Eastwood Award
2,500-5,000 employees

Something for Everyone

PERA Club does it all with volunteers, revenue-generating ideas and management support

The Salt River Project Employees Recreational Association, Inc. (PERA Club), Phoenix, AZ, has two valuable assets that contribute to its success: an 83-acre facility and volunteers who perpetuate their programs. From an employee campsite to an onsite wedding reception locale, PERA Club's facilities are designed to meet the specific needs of its workforce. According to Kemp Ellis, general manager of corporate operations, PERA Club's success is due to an employee volunteer group that helps build new facilities as well as staff the special events held there. The volunteer program gives employees opportunities to work as a team, develop friendships and increase their involvement in the club. By saving PERA thousands of dollars in outsourcing fees, the employees enjoy an abundance of programs and services.



Eastwood Award
Salt River Project Employees
Recreational Association, Inc.
(PERA Club)
Phoenix, AZ

submitted by Kemp Ellis,
general manager of corporate operations

For Everyone

PERA Club

What is PERA?

The PERA Club is a nonprofit employee association of Salt River Project that is managed by four full-time staff members who oversee the club's five locations throughout Arizona. The company's 83-acre headquarters facility features a clubhouse, employee store, fitness center, swimming pool, game courts, and playing fields. These facilities are a gathering place for employees to socialize. PERA Club's goal is to offer something for everyone. Activities for children include the Christmas Party, Easter Egg Hunt, Swim Team, Summer Day Camp, and the Halloween Carnival. Adults choose from programs and classes that include sports leagues, fitness regimens, dances, and special-interest classes such as photography and cooking.

Volunteer program

Since PERA Club's inception in 1951, the club has relied on employee volunteers to build most of its facilities and staff most of its programs. As a utility company, Salt River Project employs people of all trades and, therefore, owns construction tools and equipment. Because the company is considered a municipality, building permits are not required. Over the years, an employee group called the Work Party System has helped develop and build the club's three parks, including their picnic areas, sports fields and buildings. Using the Work Party System, PERA completed the inside of its 13,000-sq.-ft. clubhouse using an all-volunteer workforce. By recruiting volunteers instead of hiring workers, the club saved over \$100,000 in labor for framing, drywall, taping and texturing, wiring, painting, plumbing, duct work, lighting, and the hanging of a drop ceiling. The employee volunteers benefit

from the experience in many ways. The Work Party System provides a social outlet where volunteers develop new friendships with coworkers from different Salt River Project departments. Participants also gain leadership skills by planning and organizing the work parties. Many look forward to learning new skills from qualified employees who teach them how to operate tools and accomplish tasks in a safe manner. The Work Party System instills pride in PERA's facilities. The employees tend to police each other to keep the grounds clean and watch for vandalism because they feel a part of the club that they helped build.

PERA cannot afford to hire employees to staff its various activities, so volunteers are recruited. They cook at the Annual Steak Fry, dress as monsters for the Haunted Graveyard at Halloween, act as contest judges, serve food, and hide eggs at Easter. PERA makes an effort to recruit new volunteers for the programs each year to keep the turnover of new ideas active, and to give new employees the opportunity to contribute to the club.

Roosevelt Lake

The crown jewel of PERA Club's program is the Roosevelt Lake Recreation Site, which provides employees with an inexpensive vacation hideaway. Located approximately 80 miles east of Phoenix, this recreation facility is comprised of eight houses; an adult recreation building; a sports court; a playground; a caretaker's home; divisional offices; a general store; a custom furniture shop; a meeting hall; a full-service banquet kitchen; a lakeside swimming area; horseshoe pits; and mountain biking trails. Everything is provided for the guests, except linens. The camp is operated by a staff of three full-time PERA employees and two additional part-time employees during the busy season. Rental rates are \$75 per day. Due to the popularity of the camp, employees usually book their vacations a year in advance.

Here comes the bride

For several years, PERA's clubhouse was used for employee and family weddings. On several occasions, PERA was asked to provide space to not only host wedding receptions, but the wedding ceremonies as well. Unfortunately, the outdoor weddings did not fulfill expectations because the facility's sports fields, houses and other buildings made for unflattering wedding pictures. Additionally, interruptions and noise from other activities were always present. In an attempt to better fulfill the needs of their wedding customers, in 2000, PERA constructed a wedding area in a quiet location, away from most activities, that now allows the club to



PERA Club's Roosevelt Lake Recreation Site, located 80 miles east of Phoenix, serves as a popular vacation spot for Salt River Project employees.

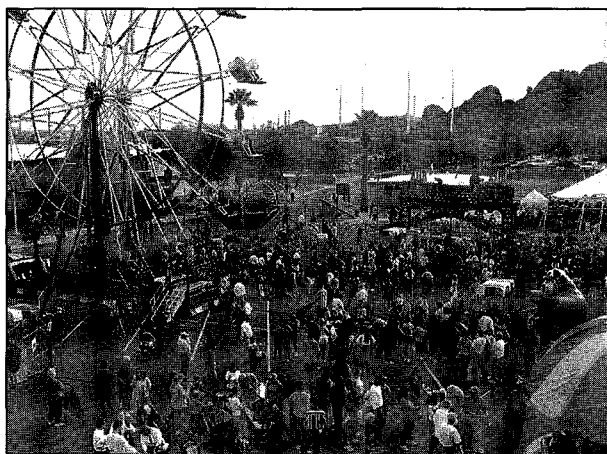
serve as a full-service wedding provider. The new facility, nestled in a mesquite tree thicket just south of the clubhouse, houses a concrete stage and a grassy area with seating for approximately 300 people. It is surrounded by curved, slump, block walls and electrical lighting. PERA purchased white wood chairs and a white lattice arch to create the perfect atmosphere. The club's full-service caterers offer everything from prime rib to popcorn. PERA even has its own chef to bake wedding cakes.

The Best of the Best Fest

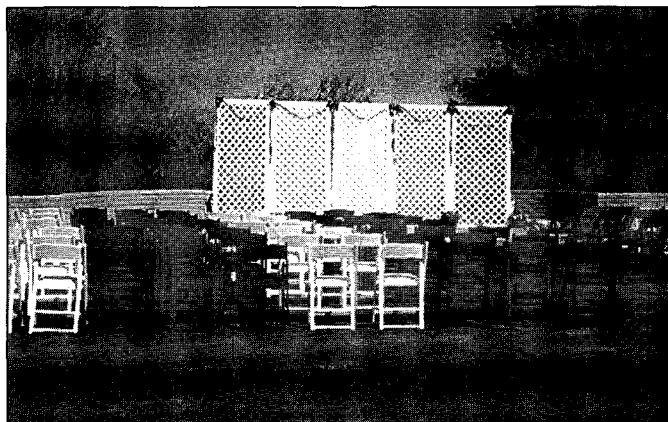
In 2000, Salt River Project was presented with an award by J.D. Power & Associates that recognized the company as the top-ranked utility in both the U.S. and the west with residential customers. To thank the employees for their customer service efforts, Salt River Project asked PERA Club to host an onsite, year-end event for all employees and their families called the Best of the Best Fest. PERA prepared steak and chicken meals, with all the trimmings, for a crowd of over 4,000 people. They rented a tent to seat over 2,000 people at round tables. Employees were pleased with the variety of activities available at the Fest, which included carnival rides, Santa's arrival by company helicopter, a car show, and a live bird observation area with 10 eagles and owls.

Generating revenue

PERA Club serves 4,289 employees, with a combined budget for all PERA Club locations totaling over \$4 million. The employees do not pay dues to participate. Instead, PERA looks to revenue-generating programs and financial support from Salt River Project to



Salt River Project thanks its employees for providing quality customer service with an annual carnival called the Best of the Best Fest.



It is not uncommon for PERA Club to host four weddings in one weekend at the wedding area of its outdoor facilities.

fund its various programs and services. Salt River Project funds the salaries of the club's four, full-time staff members in addition to providing the club with \$225 per employee annually. This contribution is distributed to each PERA location according to its number of employees. Each site has its own Employee Board of Directors, which operates its own programs with its employees' needs in mind.

PERA has enjoyed a stable financial operation over the years due to its revenue-generating services. Among a variety of offerings, the PERA staff rents its facilities to Salt River Project, its employees and the community; owns, operates and receives all of the income derived from Salt River Project's vending machines; and runs four employee stores. Each year, an independent audit is employed by the PERA Board of Directors to review the club's operations and procedures. This information is compiled into an Annual Financial Report that is sent to Salt River Project employees.

Conclusion

Salt River Project's management is keenly aware of the PERA Club's services, given the presence of its facilities and abundant offerings. Much of the club's success lies in its employees' desire to participate in the programs, displaying a dedication so strong they are willing to help build the very facilities they later enjoy during special events and recreational programs. Through the staff's knack for identifying the needs of its workforce, PERA Club and the employees of Salt River Project have managed to build an entity unto its own.

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Open forum

Hughes Network Systems uses Quarterly Reviews to unite employees and management

As a developer and manufacturer of satellite, digital cellular/PCS and enterprise networking technologies, Hughes Networks Systems (HNS), Germantown, MD, recognizes the value of communication, especially between its upper management and employees. The Employee Services and Human Resource staff organizes open forums between management and employees, called HNS Quarterly Reviews, that break down the usual barriers between a company's senior management and its employees. At the HNS Quarterly Reviews, not only does Pradman Kaul, HNS's CEO, openly discuss the company's financial position and the progress of current projects, but he also addresses employees' questions about these topics in front of the entire workforce. This open forum fosters unity and a sense of worth throughout the workforce, providing employees with an incentive to remain with the company.



Innovative Award Hughes Network Systems Germantown, MD

submitted by Peggy LeBlanc,
employee services representative



Hughes Network Systems employees meet for the Quarterly Review in large tents set up on company grounds.

Humble beginnings

Jack Shaw, senior executive vice president, Hughes Electronics, El Segundo, CA, instituted the HNS Quarterly Review 16 years ago. As an early supporter of employee services, Shaw believed that HNS management should get to know their employees and treat them as family. These early Reviews were no frills; the CEO explained the current company direction and answered employees' questions. Over the last few years, the HNS Employee Services Department has transformed the Quarterly Reviews into major employee events.

Prior to each Review, employees are encouraged to e-mail the Employee Services Department any questions they would like to ask the CEO. Recently, employees have asked about the progress of the construction of a new HNS building and the details of a new service that will allow employees to purchase satellite television at a discount. Kaul also fields inquiries about the company's financial status. An average of five to seven questions are submitted before each Review, but when several projects are under way, there could be as many as 25 questions on the agenda. Peggy LeBlanc, employee services representative, refers these questions to the appropriate employee or department to be answered. The questions and answers are then compiled and given to Kaul for review. To ensure that there is enough time to receive and answer all of the questions, LeBlanc sets a deadline for submission at one week before each HNS Quarterly Review. The results of this process serve as the core of the event.



Employees and management come together to discuss company matters with Pradman Kaul, Hughes Network Systems' CEO.

Facilities

Except for the February Review, which is held indoors due to weather, the remaining HNS Quarterly Reviews occur in large tents set up on company grounds. The quarterly financials are displayed outside the event on large posters, affording each employee the chance to see and measure the company's progress. The Employee Services Department hires a disc jockey for each event, schedules games, activities and giveaways for the May and August Reviews and gives away logoed T-shirts and insulated, metal coffee mugs for the October Review.

One program, two locations

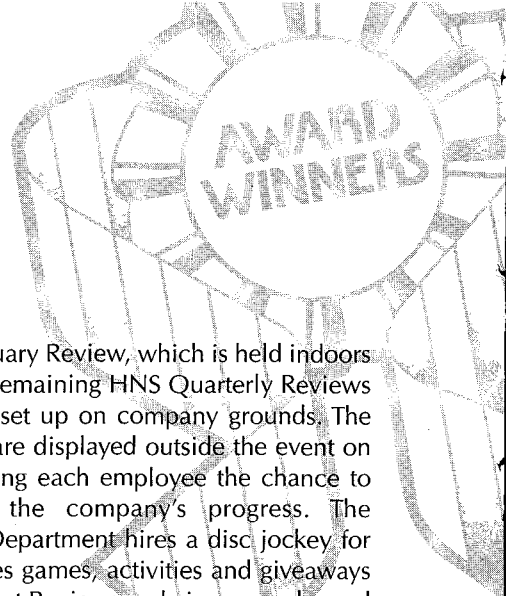
The HNS Quarterly Reviews are held at two locations—HNS Headquarters, Germantown, MD, and the HNS Assembly Plant, Shady Grove Site, Gaithersburg, MD. The employees at these locations are encouraged to attend the presentations, at which time the offices are closed. The Headquarters' Reviews occur in the afternoon, when Kaul discusses the company's financial progress for the quarter. Afterwards, he answers the employees' e-mailed questions, then opens the floor to further inquiries. The disc jockey plays music when Kaul is finished speaking. At the conclusion of the open forum, employees enjoy a light dinner and beverages until 6:30 p.m. when they are dismissed.

The Assembly Plant's Quarterly Reviews are held in the morning to accommodate the shift workers' schedules. The presentation begins at 8:30 a.m. with a buffet breakfast and music. At 9:00 a.m., Kaul presents the quarterly financials and answers the employees' questions. The forum concludes at 9:30 a.m., with the employees either beginning their work days or going home, depending on their shifts.

Employees who work at remote locations where the Quarterly Reviews are not held can view the financial figures, employees' questions and Kaul's answers on the company's intranet site just after the event.

Finding time

Despite the regularity of the HNS Quarterly Reviews, scheduling can still be an obstacle. Due to Kaul's unpredictable schedule, the dates of the Reviews must remain flexible, which makes scheduling caterers and entertainment sometimes difficult. The Employee Services staff informs each supplier of this situation up front and gives them ample warning of date or location changes. In February, when the Review is held indoors, there is not enough space to hold an event that accommodates the entire workforce. Therefore, the Employee Services staff schedules several Reviews in smaller



venues, rather than one large Review that includes the entire HNS workforce. Employees are required to stay for the entire event.

Double benefits

The HNS Quarterly Reviews continue to be an important aspect of HNS's corporate culture because they create a relaxed atmosphere where employees can interact with management and focus on the bottom line. The Reviews also provide a platform for the CEO to discuss recent company developments and answer pressing employee questions. Such openness between management and employees inspires loyalty to the company and its mission. The Reviews also provide a moment for the Employee Services and Human Resource staffs to shine, when Kaul recognizes the efforts of the departments in organizing and publicizing the event. By working closely with Kaul and other upper-level managers, the HNS Employee Services Department solidifies its worth as a retention tool. **esm**

Chart A

HNS QUARTERLY REVIEW BUDGET

Hughes Network Systems (HNS), Germantown, MD, fully subsidizes the Employee Services Department's Quarterly Reviews. Below is the budget per Review.

Food:	\$13,300
Equipment Rental (tables, chairs, tent):	\$13,000
Decorations:	\$1,500
Disc Jockey:	\$800
T-shirt giveaway for October Review:	\$15,000
TOTAL:	\$43,600

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employee services management

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Wellness

Employee Services Management (ESM) Association, formerly the National Employee Services and Recreation Association (NESRA), is a nonprofit association that serves as an information resource network for over 3,000 members nationwide. These members are responsible for implementing and maintaining a diverse range of employee services. ESM Association believes that employee services, as practical solutions to work/life issues, are essential to sound business management. These programs improve relations between employees and management, increase overall productivity, boost morale, and reduce absenteeism and turnover. The association produces a magazine, *Employee Services Management*, offers resource information, hosts a National Conference & Exhibit and has nearly 50 local Chapters, plus much more.

To receive information about becoming a member of ESM Association, contact:

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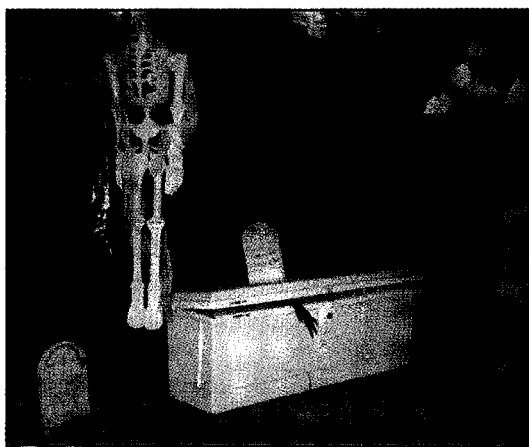
A **Ghastly** good time

Phillips Petroleum Co. maintains high morale with a family social function

Employee morale dropped after Phillips Petroleum Co., Bartlesville, OK, experienced several phases of reorganization and downsizing. As a company whose culture values family life, the company's employee services providers knew that the remaining employees were relying on their family and friends for much-needed support and stability during these difficult times. As a result, the Employee Services staff decided to plan a Halloween event that would give Phillips Petroleum Co. employees, especially those with children ages 3-10 years old, the opportunity to spend time with their loved ones while demonstrating that the company cares about their well-being. They named the event Spookaroo.



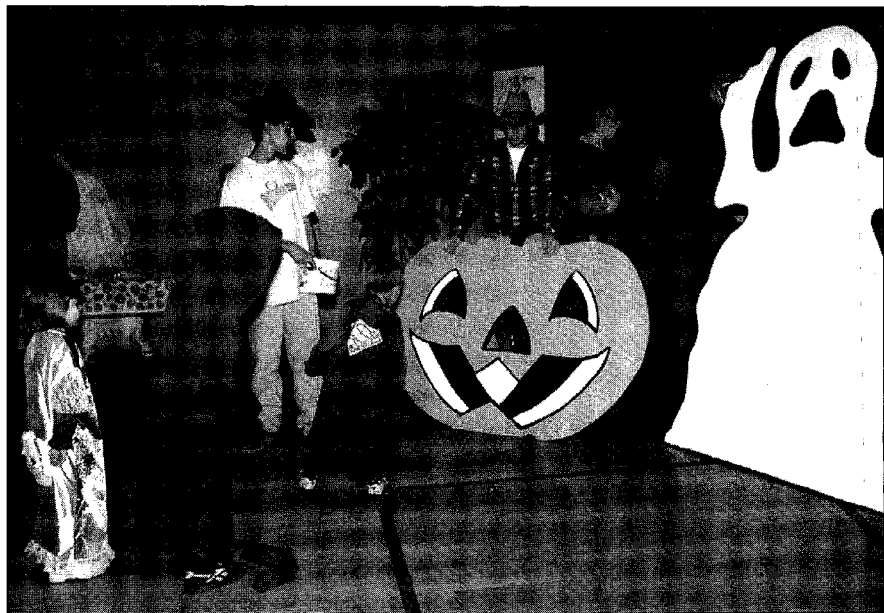
Innovative Award
Phillips Petroleum Co. • Bartlesville, OK
submitted by Shannon Phillips,
recreation representative



The Employee Services staff created a Spookaroo maze that the children navigated.

Making budget

The most challenging aspect was planning the logistics of this two-hour event around the allotted budget. The corporation funded \$2,000 for the event and the Recreation, Fitness & Athletic Department agreed to chip in an additional \$1,000. To best accommodate the 200 children and their parents, the employee services staff decided to charge \$5 per child. By transforming Phillips Petroleum Co.'s gymnasium and conference rooms into a Spookhouse and carnival, they saved money on the cost of meeting space. Using cardboard donated by various Phillips Petroleum Co. departments, the staff designed and painted a Spookhouse maze that the children could navigate. Staff members collected leaves and tree branches to decorate the maze's paths. A swimming pool storage container was transformed into a coffin and a cardiopulmonary resuscitation (CPR) dummy was dressed as a corpse. Cardboard cutouts of models used in corporate advertisements were dressed with capes and masks, and then strategically placed throughout the Spookhouse. When possible, the Employee Services Department purchased materials in bulk and planned to use them from year to year. The staff recruited volunteers to work the Spookhouse and carnival booths, rewarding them with free admission for their children.



Costumed children play Halloween carnival games to win prizes.

The carnival experience

Each child entering the dimly-lit gymnasium received a bag of candy. Volunteers passed out trinkets to the children at carnival booths decorated with balloons and crepe paper. In the carnival portion of Spookaroo, children could participate in a number of innovative activities that played on the Halloween theme:

- **Bracelet Making:** Children used Halloween-colored beads in the shape of skulls and crossbones.
- **Ghostly Bowling:** The staff dressed bowling pins as ghosts by placing white garbage bags around the pins and securing the bags with ribbons around their necks. To knock down the ghosts, the children rolled medicine balls on the floor.
- **Creepy Casting:** Using wood fishing poles equipped with magnets on string, the children tried to pick up spiders and snakes from a plastic pool. The creepy creatures were wrapped in wire so that the magnets would attract them.
- **Widow's Web:** Children threw balls of yarn at a rubber spider in the middle of a large rope web.
- **Scary Stroll:** Children took a cake walk through a strobe light as the song "Monster Mash" played.
- **Spooky Tattoos:** A tattoo booth featured temporary Halloween tattoos.
- **Frightening Family Photos:** Each family had their picture taken in front of a Halloween backdrop.

- **Graveyard Grab:** The children played a Halloween ring toss game where they tossed rings around plastic arms reaching up from graves.

- **Monster Meals:** Each child received a lunch consisting of a hot dog, pretzel, cookie, and a drink. Special treats were available for children with diabetes or allergies.

An annual event

Spookaroo has not only provided employees with a safe, enjoyable, family-oriented experience, but it has also helped solidify the importance of Phillips Petroleum Co.'s employee services program in the eyes of company management. Many managers invited their children and grandchildren to the event. Their participation allowed them to witness the morale-boosting capabilities of Spookaroo. To keep the

Spookaroo fresh each year, satisfaction surveys were sent to all of the employees who participated. The employee services providers then tweak the program based on the survey's results.

Conclusion

The Spookaroo event is a cost-effective program that demonstrates Phillips Petroleum Co.'s dedication to employees' family lives by offering parents an opportunity to spend time with their children. While the children enjoyed the games and excitement of the Spookhouse and carnival, their parents took pleasure in working together creatively. This event is now a budget item each year because management is involved in the festivities and, therefore, understands the positive effects it has on both employees and their families. **esm**



A child makes a bracelet with Halloween-colored beads in the shape of skulls and crossbones.

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The Stress-free Zone

Grange Insurance employees escape from the office to shop at the onsite employee store

Many employees call Grange Insurance's Employee Store, Columbus, OH, a stress-free zone, where they can retreat when they need a break from the office. Employees stop there on their lunch breaks to run errands and buy last minute gifts. Many of them say they find the convenience of an onsite store less stressful than leaving the premises to shop during lunch or attempting to brave the after-work crowds at a local shopping center.



Employee Store Award **Grange Insurance • Columbus, OH**

submitted by Kim Colopy,
employee store manager



View of Grange Insurance Employee Store's holiday window display adjacent to the elevator lobby.

StressFree

Grange Insurance

Yet, despite its prevalence within Grange's corporate culture, the employee store was not an overnight success. It took over a decade to shape its initial concept into the 574-sq.-ft. business operation that it is today. Even Kim Colopy, the employee store manager who helped grow the store, never imagined it would become so popular.

The basics

Grange Insurance's Employee Store has been in operation for 11 years. As part of the company's nonprofit employee association, VERA (Village-Edge Recreation Association), the employee store holds a nonprofit status. In 1977, employees formed VERA as a means for offering employee discounts, services and sponsored events. Nine Grange volunteers serve on the association's board of directors and meet monthly to design various programs, review financials and plan fundraisers to raise money for activities. As the popularity of the employee association grew, association leaders saw the employees' desire for additional services and, therefore, the need for VERA to generate more funds. In 1988, the company hired a part-time employee to sell tickets and organize various activities out of the VERA Activities Office.

They started out small by selling greeting cards, postage stamps, pantyhose, and discount theme park and movie tickets. In the beginning, their low revenue



Logo wear is one of the store's most popular items.

Chart A

GRANGE INSURANCE EMPLOYEE STORE DEMOGRAPHICS

Hours of operation

Monday-Friday, 7:30 a.m.-3:30 p.m.

Location

Third floor, near the cafeteria and credit union

Size

574 sq. ft. including 110 sq. ft. of storage space

Average age of employees

41.2 years

Sex

65 percent female, 35 percent male

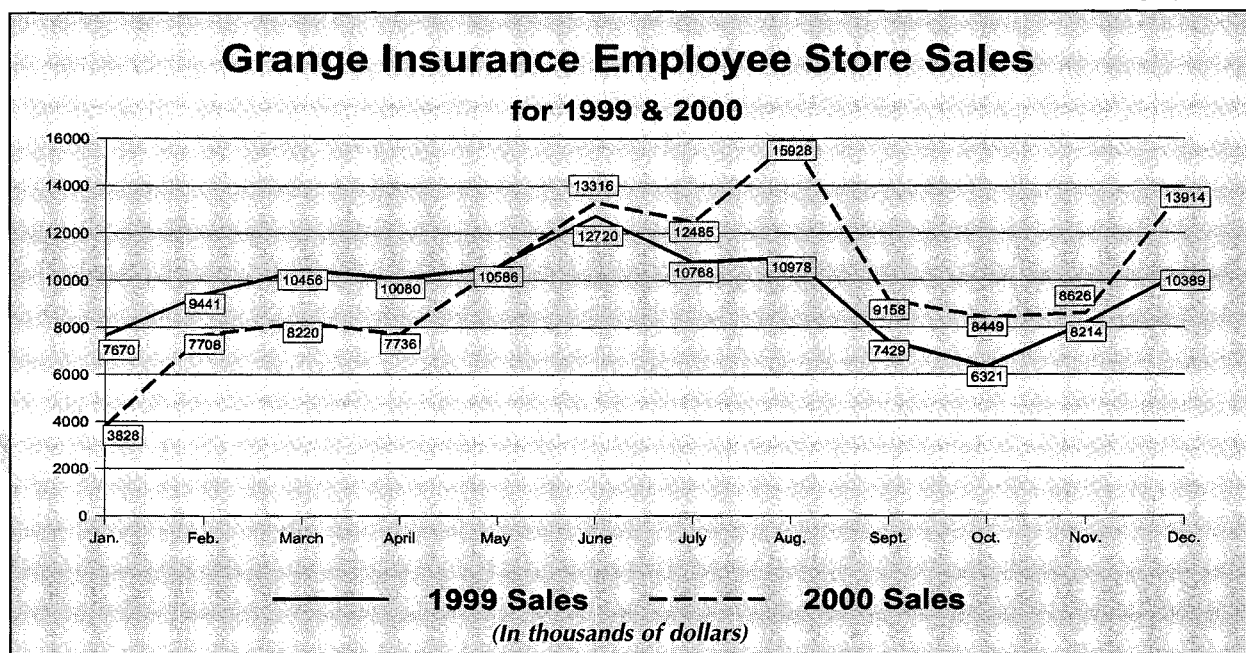
restricted them from placing orders with many suppliers who enforced high minimum-product requirements. To get around this obstacle, they acquired items on consignment from a local gift shop. This strategy allowed them to test products and see how well they would sell in the store.

Meeting needs

By listening to ideas from both their customers and management, the employee store staff has continuously met the needs of the employees. Since 1999, when Grange Insurance instituted a business casual dress code, logo merchandise has become the centerpiece of the employee store. To better accommodate the demand for these items, the store worked with a webmaster from Grange's Information Technology Department to create an online catalog solely for the sales of logo merchandise. Many departments and managers also request products and services, such as balloons and gift certificates, for corporate events.

The store has a positive effect on the company's culture. By allowing employees to shop at work, upper management is demonstrating to them that the company cares about their personal and work lives. During the day, employees can concentrate on their jobs instead of worrying about the errands they need to run after work. The store is there for them when they need items in a hurry, such as birthday or anniversary gifts. Even visitors to the company comment on the convenience of their onsite store, making it a potential recruitment and retention tool.

Chart B



Corporate support

Employees are automatically members of VERA without having to pay dues. The store's profits go towards employee activities and products for the store. The staff attributes the store's success to management's continued support over the years. The company does not charge the association to rent space at its corporate headquarters and upper management is supportive of new ideas and willing to provide guidance. Today's Grange Insurance Employee Store has one full-time employee and two part-time employees servicing its 1,200-employee customer base. Kim Colopy is the full-time employee store manager, Melony Moore is the part-time employee store clerk and Rea Jean Hix is the full-time manager of associate relations and activities who works part-time in the store. The company pays their salaries.

Sales growth

Several factors contributed to the employee store's five percent increase in total sales in 2000 (see Chart B). In February 2000, the company expanded the store from 228 sq. ft. to 574 sq. ft. In June, the store began accepting credit card payments. In July, they expanded the store hours from five to eight hours. They also began offering more logo wear and added additional merchandise such as magazines, bus passes and sports-related products. All of these changes have brought more traffic into the store and increased sales.

Their growth has allowed them to work with a variety of suppliers. Meeting minimum requirements for product purchases is no longer a problem.

Conclusion

Grange Insurance's Employee Store staff is quick to point out that they could not have accomplished so much without corporate support. Last year was the most rewarding year yet. Not only did Grange Insurance agree to remodel a new room to increase the sales area, but they paid for the construction, new fixtures and additional storage space. Because management understands the need to balance work and personal life, Grange Insurance employees enjoy a stress-free zone where they can shop at work.

esm



Western Region Conference & Exhibit
Camelback Inn Resort
Scottsdale Arizona
September 6 -9, 2001

Plan to have four days of valuable learning experiences as well as tons of fun. Pre and post-conference trips will be offered as well as spousal activities.

Registration cost will be:

	<u>Early Registration</u>	<u>Later Registration</u>
Organizational Member	\$270	\$290
Non ESMA attendee	\$375	\$375
Non Exhibitor Associate	\$375	\$375
Daily	\$115	\$115
Spouse/guest	\$220	\$230
Retirees	\$185	\$205
Students	\$165	\$165
Exhibitor Booths	\$850	\$875

Hotel rooms at the Camelback Inns will be \$119. per night.

You won't want to miss a chance to "Pick Your Goals for Success!"

Need more information?

Contact

Dee Giuntoli - Delegate registration

623-979-3327 — westernconf2001@yahoo.com

Gini Dewolf - Exhibitor registration

602-955-0812 - giniad@aol.com

Regional Networks

Local chapters are recognized for excellence in networking and professional development

In the early 1980s, Leonard R. Brice, former consultant for ESM Association, helped develop the chapters that give ESM Association a strong foothold in most major markets throughout the U.S. today. Our chapters are an excellent resource for local members to participate in networking meetings and educational opportunities covering employee services, work/life issues and recruitment and retention strategies. This exclusive network provides assistance to companies wanting to develop or improve programs based on ESM Association's "Ten Components of a Well-Rounded Employee Services Program." Many members use their local chapter as a stepping stone to involvement in national leadership.



Leonard R. Brice
Superior Merit Award
ESM Association of San Antonio

submitted by Denise Staudt,
CESM, chapter president

Chapter Merit Award
ESM Association of Central Florida

submitted by Paula Pease,
chapter president

Regional Networks

Chapter Awards

ESM Association's Chapter Awards recognize chapters that display continuous effort in providing networking opportunities for members, delivering enhanced personal and professional development and conducting business in a sound manner. ESM Association of San Antonio, TX, was awarded the Leonard R. Brice Superior Merit Award, and ESM Association of Central Florida, Orlando, FL, was awarded the Chapter Merit Award.

ESM Association of San Antonio

Winner of the Leonard R. Brice Superior Merit Award

ESM Association of San Antonio attributes much of its success to its educational programming. At each chapter meeting, speakers are invited to discuss employee services-related topics such as travel planning and wellness program ideas. Community experts have presented information on how ESM Association of San Antonio members and their employees can become involved in local mentoring programs with grade school children. A presentation by an area lawyer offered methods for avoiding lawsuits in the workplace.

To help attract new members, the chapter publicizes its meetings in a local human resource magazine. This simple advertisement, in addition to a July membership drive at a local water park, helped to increase chapter membership by 17 percent in 2000. Over 500 human resource professionals in the San Antonio area and their families were invited to the water park event. Prices for admission were kept affordable so that many people could participate. In front of a large audience of prospective members, ESM Association of San Antonio chapter leaders delivered a presentation on the value of work/life balance and the positive effects employee services can have on the bottom line. Any profits gained from chapter events are invested into the next event. ESM Association of San Antonio continues to support San Antonio's Elf Louise Toy Drive by donating money and a carload of toys to less-fortunate children during the holiday season.

ESM Association of Central Florida

Winner of the Chapter Merit Award

ESM Association of Central Florida mixes a successful blend of education, communication and active leadership. Within the last year, the chapter has seen a 20 percent increase in membership. A strong group of chapter leaders have succeeded in providing creative programming and community interest opportunities for local employee services professionals.

The ESM Association of Central Florida Board of Directors remain in contact between monthly chapter meetings. Each Board member is responsible for developing and reporting on one piece of chapter business

at the chapter meetings. The minutes from the meetings are distributed to every member of ESM Association of Central Florida.

The chapter binds an annual Membership Kit that is referred to throughout the year. It includes a mission statement, Board of Directors listing, meeting schedule for the year, chapter bylaws, directory of Chapter Members, and Local Associate Yellow Pages complete with respective product descriptions.

The chapter leaders are dedicated to serving the needs of their members. Last year, they administered a membership survey to gain valuable feedback on the quality of its programming and leadership. The chapter leaders have also found the results from this survey to be useful in determining member demographics.

ESM Association of Central Florida is also involved in the community. The chapter raises funds by selling door prize tickets for \$1 at each chapter meeting. Half of the proceeds are added to chapter funds, while the remainder is donated to the Russell Home for Atypical Children, Orlando, FL.

In 2000, two ESM Association of Central Florida members turned to ESM Association Headquarters for professional development. Myron Ascher, senior human resource manager, Risk Enterprise Management, Ltd., Maitland, FL, was recognized as a Certified Employee Services Manager (CESM) while Ralph Recht, engineering, Daniels Manufacturing Corp., Orlando, FL, was certified as a Recognized Volunteer Employee Services and Recreation Administrator (RVESRA). Recht, along with three other members from ESM Association of Central Florida Board of Directors, attended ESM Association's 59th Annual Conference & Exhibit in Denver, CO. These attendees shared the information they learned at the conference with other chapter members at a monthly chapter meeting. ESM Association of Central Florida used chapter funds to pay for the board members' conference registration.

Helping members do their jobs better

The winners of the Chapter Awards understand that to benefit the members, local chapters must serve as an educational tool and professional networking resource. ESM Association of San Antonio and ESM Association of Central Florida are working hard to communicate the importance of employee services programs in corporate America. Their offerings have helped employee services providers do their jobs better, which, in turn, attracts more members to their chapters.

esm

A Commitment to the field

Dale Shafer, CESM, is honored for serving ESM Association

Employee Services Management (ESM) Association honored Dale Shafer, CESM, general manager, Pacific Service Employees' Association (PSEA) of Pacific Gas & Electric (PG&E), Concordia, CA, with ESM Association's Distinguished Service Award for his outstanding, long-term contributions to ESM Association for over 14 years.

This special award is given to those ESM Association Members whose volunteer work truly defines active membership in ESM Association. The efforts of each Distinguished Service Award recipient have been instrumental in the success of ESM Association, thus earning the respect of their peers.



**Distinguished Service
Award**



Dale Shafer, CESM
Pacific Service Employees' Association
Pacific Gas and Electric

Field Commitment

Dale Shafer, CESM

Shafer, a Certified Employee Services Manager (CESM), has served in a variety of ESM Association positions including chapter board member, chapter president, regional director-elect, regional director, and national board member. He coordinated two successful ESM Association Western Region Conferences comprised of strong educational sessions and bustling Exhibit Halls. Shafer has counseled other regions on the management of their conferences as well.

Shafer served on ESM Association's National Board of Directors in 1993 and 1994 as Western Region National Director, serving as chair of the Chapter Relations Committee and as a member of both the Policy Committee and the Finance Committee. As a recognized leader in the industry, Shafer was chosen to participate in the association's Strategic Long-Range Planning Meetings.

Whether he is contributing as a conference session chair, peer consultant or an author of *Employee Services Management (ESM) Magazine*, Shafer continues to help ESM Association promote the value of employee services. He is a charismatic leader who invests the time to learn the individual strengths of those around him and he achieves commendable goals.

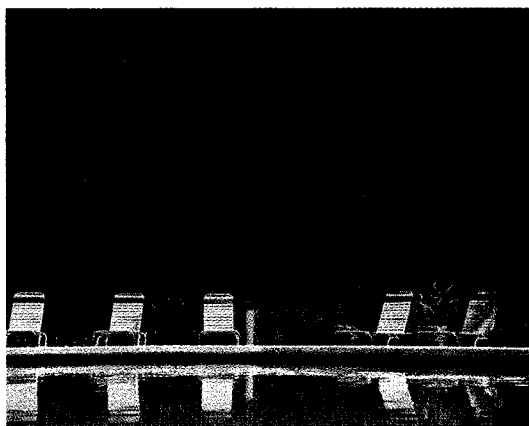
When surprising Shafer with this award at the Member Appreciation Luncheon, ESM Association's 2001 President Bud Fishback, CESM, said, "One of the true signs of great leadership is the ability to listen to your constituents. I know of no other person within ESM Association that listens to the members as well as the individual we are honoring today. Along with his listening skills, this person is an outstanding communicator who is willing to share his opinions in a thoughtful and constructive way. Andrew Jackson once said, 'One man with courage makes a majority.' The person we honor today has the courage and conviction to say what he believes."

Numerous times under Shafer's management, PSEA of PG&E has earned ESM Association's Eastwood Award for outstanding, overall employee services program in its class.

Shafer was honored at ESM Association's 60th Annual Conference & Exhibit during the Member Appreciation Luncheon, held on April 10, 2001 at the Fairmont Hotel in New Orleans.

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*Discount varies by location and time of year. Cannot be used in conjunction with other discounts. Not applicable to groups. Blackout dates may apply.

Tribute to a Leader

**ESM Association Western Field Office Manager
Phyllis Smith, CESM, announces her retirement**

Employee Services Management (ESM) Association honored Phyllis Smith, CESM, ESM Association Western Field Office manager, Rowland Heights, CA, for her outstanding long-term commitment of time and expertise to ESM Association. She has been a key contributor to the association for over two decades. Smith announced her retirement at the Member Appreciation Luncheon of ESM Association's 60th Annual Conference and Exhibit, April 10, 2001 at the Fairmont Hotel in New Orleans.



Special Honor



Phyllis Smith, CESM
Former Western Field Office Manager

LeaderTribute

Phyllis Smith, CESM

As Western Field Office Manager, Smith aided the ESM Association Chapters west of the Mississippi River. Whether she was starting up a new chapter, developing chapter leadership or coordinating membership campaigns, she was delighted to serve all those who requested assistance.

ESM Association Past President Smith was active with ESM Association on the local level, in the 1970s, before being elected to serve on the National Board of Directors as Region VII Senior Director in 1979, and then secretary in 1981. In 1984, she became the second female president of the association. Since serving as president, Smith has remained active on the national level. From 1984-1993, Smith demonstrated her support of employee services research and education as an ESM Association Foundation trustee. Then, from 1993-1995, she served as Foundation chair. Smith was elected to the National Board of Directors as the Western Region Director from 1991-1993. In 1993, she was named the Western Field Office Manager and has held this title since.

Smith has coordinated multiple National ESM Association Conferences and Exhibits and ESM Association Western Region Conferences. As a Certified Employee Services Manager (CESM), Smith has been a resource for *Employee Services Management (ESM) Magazine* and a peer advisor to chapter leaders and the overall membership. Program ideas, legal issues and leadership skills are her strong suits.

When surprising her with this special honor, ESM Association's 2001 President Bud Fishback, CESM, said, "Over the years, Phyllis has been a combination of a lot of things to a lot of members in the association, including myself. She has been a guidance counselor, a team builder, a mentor, a historian, a librarian, and a confidant—to name a few."

In her acceptance speech, Smith thanked all those who helped her along the way. True to her character, she pledged her continued support to the association, saying, "I'm just a phone call away."

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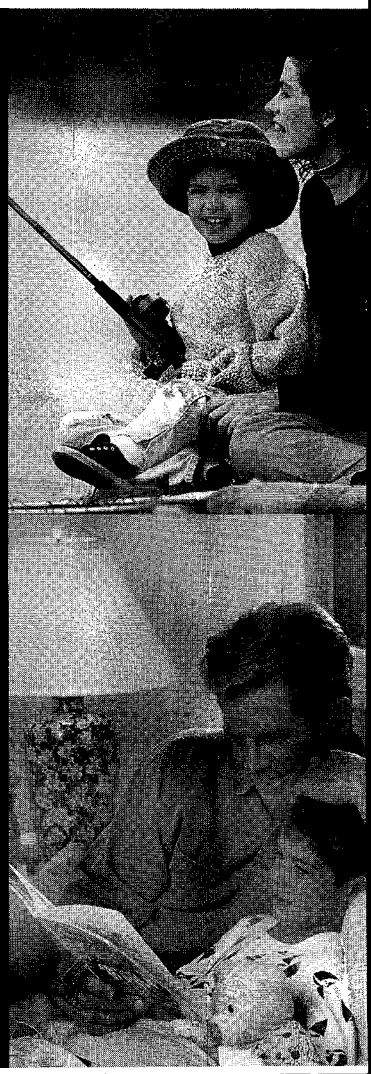
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Best booth award

Exhibit Hall

John Davis Best Booth Award

ESM Association recognizes Exhibitors for their inviting booths and excellence in exhibiting skills



Feld Entertainment

1st



Fun Services

2nd



Rosebud Marketing

3rd



Xylo

3rd

Exhibitor Longevity Awards

ESM Association thanks the following Exhibitors for continuous years of participation in ESM Association's Annual Conference & Exhibit

- 15 Years—Global Holidays
- 5 Years—Cendant Corp.
- 5 Years—Jordan Worldwide
- 5 Years—Laughlin Visitors Bureau
- 5 Years—Lee Island Coast Visitors & Convention Bureau
- 5 Years—Selling Edge, Inc.

The following Exhibit Hall judges volunteered their time to evaluate each of the 133 Exhibit Booths and determine the above winners:

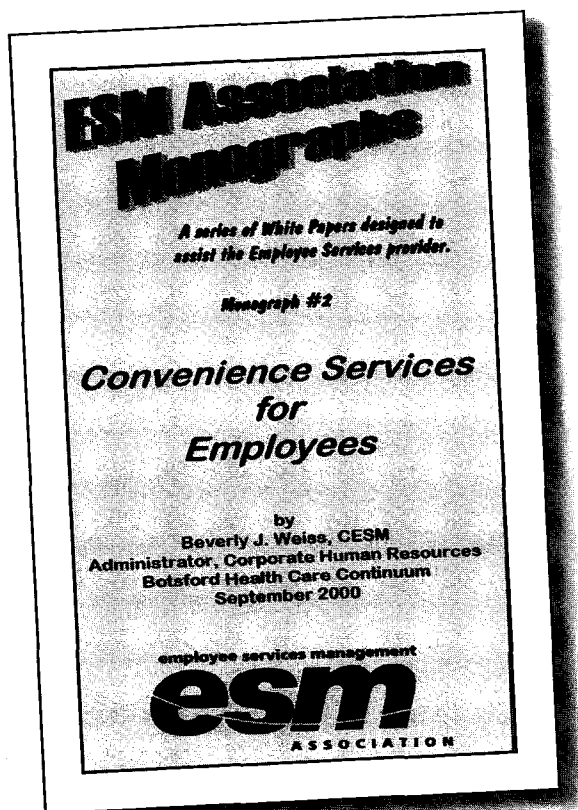
Emily Hammock, *Methodist Hospitals of Dallas*

Toni Holmes, *MESRA*

Jim Sjoerdsma, *Genencor International*

Marcy Stagliano, *Delphi Automotive Systems/UAW*

Making Life Easier



Convenience services are a component of employee services. With employees balancing work and family concerns, convenience services act as shortcuts that help employees balance their time. *Convenience Services for Employees*, the second ESM Association Monograph, presents a multitude of convenience services ideas to implement or use as catalysts for your own ideas.

An effective program is one that is specific to the needs of your employees. *Convenience Services for Employees* will guide you through the steps of developing and implementing programs such as family care services and one-stop shopping at your employee store.

Authored by Beverly Weiss, CESM, administrator, corporate human services, Botsford Health Care Continuum, Farmington Hills, MI, *Convenience Services for Employees* explains:

- *which departments you should partner with to create maximum awareness.*
- *how to determine the most appropriate programs for your employees.*
- *outsourcing resources.*
- *the bottom-line benefits of convenience services.*

This informative brochure is free to ESM Association Members. Also read Monograph #1, *Obtaining Management Support for Employee Services*. View both Monographs in the Member Resources Section of www.esmassn.org or order a hard copy from ESM Association.

Order Today!

Please send me my free copy of Monograph #2:
**Convenience Services
for Employees**

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☐ This brochure is the second in a series of ESM Association Monographs. Please check here if you are interested in receiving Monographs on other employee services topics.

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Employee Satisfaction surveys

By Cynthia Helson

West Group chats with *ESM Magazine* about determining what employees want



An Interview With Jennifer Nelson

**Best Practices
Conference Session Speaker**

West Group Employee Services Case Study
Eagan, MN

Member profile

ESM Association Member: Jennifer Nelson

Title: Human Resources Specialist and
Wellness Educator

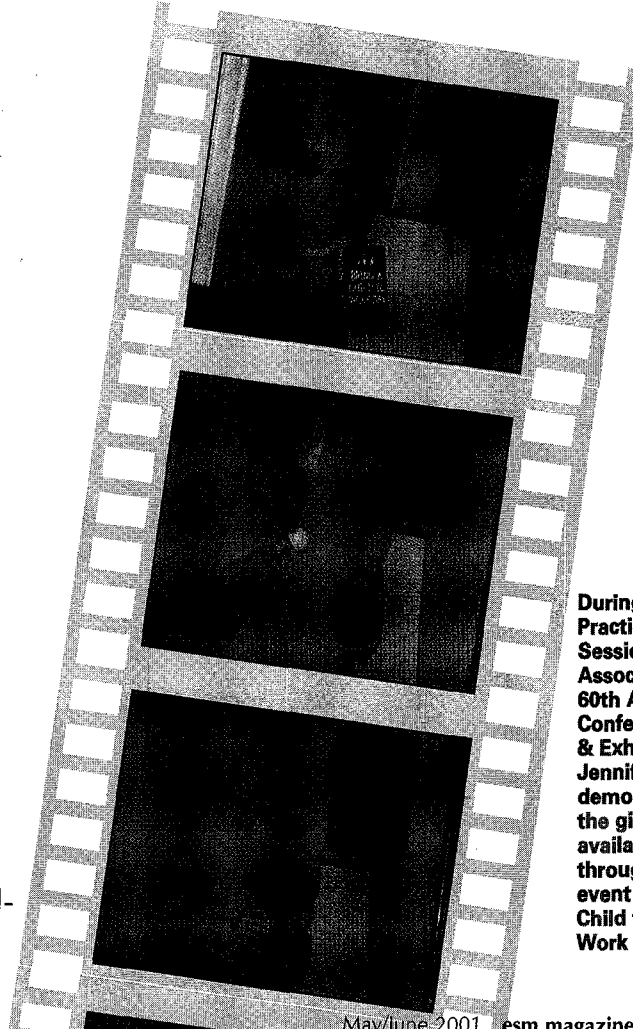
Company: West Group

Headquarters: Eagan, MN

Business: Provider of e-information and
solutions to the U.S. legal market

Number of employees: 8,000 nationwide,
6,000 at headquarters

Employee services components: Special
events, recognition program, health and well-
ness, recreation programs, employee store.



During her Best Practices Session at ESM Association's 60th Annual Conference & Exhibit, Jennifer Nelson demonstrated the giveaways available through the event Bring a Child to Work Day.

Q&A

ESM: West Group is known for a positive corporate culture that encourages employees to enjoy free coffee, tea, milk, and fruit in the cafeterias in addition to weekly onsite employee barbecues. Corporate provides the budget for your employee store, wellness programs and special events. Please explain how your budget works and why management feels it is important to provide these funds.

Chart A

Sample Survey & Results

Below are the survey questions and results of 83 respondents who participated in West Group's Bring a Child to Work Day event.

1. Was the event structured appropriately for the age group?
Yes - 82% (68/83)
No - 7% (6/83)
No answer - 11% (9/83)
2. Were you pleased with the welcoming activities and how the children were greeted?
Yes - 88% (73/83)
No - 1% (1/83)
No answer - 11% (9/83)
3. Were you pleased with the lunch arrangements?
Yes - 84% (70/83)
No - 5% (4/83)
No answer - 11% (9/83)
4. Did your child/children have a good time?
Yes - 83% (69/83)
No - 7% (6/83)
No answer - 10% (8/83)
5. Did your child/children like the gifts provided by West Group?
Yes - 88% (73/83)
No - 4% (3/83)
No answer - 8% (7/83)
6. What activity/activities would you suggest for next year's event?
Results - varied.

Nelson: Our programs are funded through the Employee Relations budget because West Group's management believes employee services activities are important to our corporate culture. By enriching the corporate culture, West Group is better able to attract and retain the best and brightest employees.

ESM: You developed a survey procedure for monitoring participants' opinions of attending West Group's four major special events: Bring a Child to Work Day (Chart A), Company Picnic, Holiday Reception, and Children's Holiday Party. How does management use these numbers to determine the budget for your special events and wellness programs?

Nelson: We use surveys to track participation. We use the data to demonstrate to management that we are meeting the needs of our employees. The results provide a business case for management's support of these initiatives. It also helps us evaluate the structure of a program and determine how it can be enhanced in the future. We don't have to say, "We think our employees liked this program." We point to the numbers and say a program either worked or didn't work. Our surveys also ask employees what they would like us to be doing. We don't guess, we find out.

ESM: How do you communicate the survey results to management and the employees?

Nelson: We distribute a monthly report to upper-level management and publish the results in our employee newsletter, using a straightforward approach.

ESM: How do you encourage participants to complete the surveys?

Nelson: We use two forms of communication: online and paper. We encourage participation by making it easy for them to share their opinions. The survey is short and straightforward. Each survey requires only three to five minutes to complete.

ESM: What is your usual response rate?

Nelson: Many employees enjoy sharing their feedback—whether positive or negative—so our response rate is usually very high. The online response rates are higher than the paper response rates. If there is a direct link to the survey from the corporate intranet site, more employees will take the time to respond.

ESM: How do you calculate the responses?

Nelson: By using an online system for the online surveys and a manual system for the paper surveys. We are in the process of researching new software that will streamline this process.

ESM: Have you used the surveys to create a cost-benefit analysis that proves your programs have helped lower absenteeism, decrease turnover or increase productivity among special event and wellness program participants? What are some of the statistics you've discovered that show participating in these programs leads employees to have a positive view of their employer?

Nelson: Through our program surveys, we have determined that our Health and Wellness classes have high employee participation and are currently in demand. However, with these particular surveys, it is difficult to measure the direct impact our programs have on the employees and the employer. Therefore, we do not apply these results directly to absenteeism, turnover and productivity. Instead, we conduct a company-wide *Employer of Choice Survey*, every three years, that gives employees an opportunity to express themselves anonymously and allows us to measure their interest in our programs. We involve our workforce in several aspects of our decision making, which, we believe, has helped decrease absenteeism and turnover.

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Cynthia Helson is director of communications for Employee Services Management (ESM) Association Headquarters. She can be reached at (630) 368-1280 or chelson@esmassn.org.

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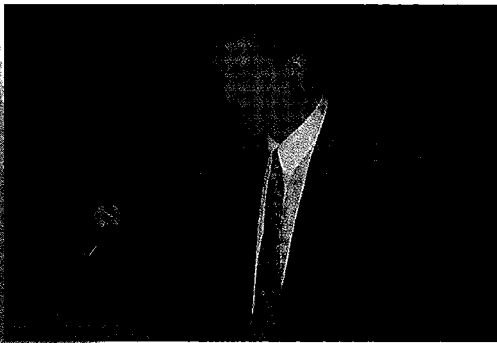
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ESM Association President Bud Fishback, CESM, welcomes conference attendees.



During the Member Services Session, audience members acted out ESM Association's "Ten Components of a Well-Rounded Employee Services Program."



John and Greg Rice, the world's smallest twins, encouraged employee services providers to "Think Big" during the Opening General Session.



More Exhibitors focused on customizing their services to fit the attendees' needs.

Conference Review

Kicking another

By Peter N. Wolak

In today's fluctuating business needed now more than ever

For ESM Association's monumental 60th Annual Conference & Exhibit, we kicked it up another notch to deliver the highest quality educational sessions available in the employee services industry. Our dynamic speakers applied the latest corporate trends to the field and instilled in our attendees the inspiration to make a difference at work. In the Exhibit Hall, suppliers showcased innovative products and services while displaying an in-depth understanding of our market.

Realizing that employee services are now more important than ever in attracting top talent, companies from across the world sent their employee services providers to the Fairmont Hotel, New Orleans, LA, for three-and-a-half days of networking and education addressing the issues that impact their jobs, their employees and their companies. Sessions dealt with selling programs to management, impacting the bottom line and how corporate issues—such as mergers—can affect their jobs. Throughout the duration of the conference, attendees made contacts and learned new programming concepts.

Conference photography sponsored by Prudential

it Up notch!

market, employee services are

Start your learning

Each conference attendee received a bound copy of the speaker handouts in their registration packets, courtesy of Prudential. This newly-added conference feature maximized the take-home value of the conference by allowing attendees to obtain information from all of the sessions—even those they could not attend.

Monday morning found conference attendees filing off into three distinct sessions. ESM Association Chapter leaders attended the Chapter Leader Forum, where they exchanged ideas on membership recruitment and educational programming. ESM Association Director of Member Services Jean Wilson and Brenda Robbins, CESM, Research Recreation Association executive director, Southwest Research Institute, San Antonio, TX, fielded questions about tax exempt status, chapter liability and various other chapter issues. In the Employee Store Super Session, Lynne Schwabe, owner, Lynne D. Schwabe & Co., Middleburg, VA, showed employee store managers how to increase store sales and boost customer satisfaction through proven sales techniques. Meanwhile, during the Member Services Session, ESM Association Headquarters' staff taught conference attendees how to use ESM Association Headquarters' Member Services to help them do their jobs better.

After lunch, the Fairmont Hotel's Grand Ballroom filled with attendees anxious to see and hear speakers John and Greg Rice, the world's smallest twins. From the minute they stepped foot on stage, John and Greg had command of the audience. Mixing amusing stories about incidents related to their height and the lessons they learned, the Rice twins proved that you can take an oyster of difficulty and find a pearl of wisdom inside.



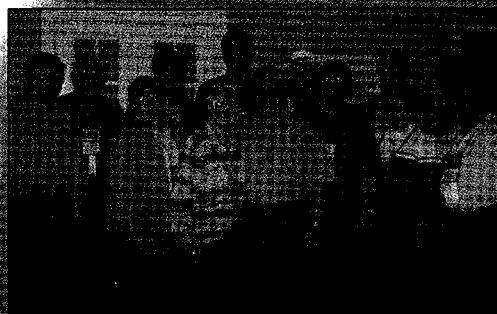
A bound book of speaker handouts was an added benefit of attending this year's conference.



Throughout the conference, there were plenty of opportunities to network.



The evening social function, A Nightingale in a Dream, prompted some reminiscing on the part of attendees.



ESM Association leaders and other attendees posed for a photo. From left to right: Roy Medora, ESM Association President and Founder, CESM; Brenda Robbins, CESM Immediate Past President; Roger Lancaster, CESM; John and Greg Rice, CESM; Lynne Schwabe, CESM; Bob Chastock, CESM; Brandon Price, CESM; Cindy Jameson, CESM; Paylis Smith, CESM; Phil Hall, CESM; Executive Director Patrick Gibson; Beverly Weiss, CESM; and Ralph Ferrara, CESM.

Best Practices

This year, a new educational track entitled Best Practices highlighted and recognized outstanding employee services programs within ESM Association. Five companies of varying size, culture and industry were chosen to present their road to success in employee services. Jim Malone, manager of recreation and fitness, S.C. Johnson, Racine, WI, discussed the recruitment and retention power of Armstrong Park, S.C. Johnson's 146-acre employee park and facilities. Paula Pease, staff project engineer, Litton Laser Systems, Apopka, FL, showed how a company with only a few hundred employees can still enjoy extensive employee benefits and activities. Jennifer Nelson, human resource specialist, West Group, Eagan, MN, explained how their special events help boost morale, while Cheri Rose, manager, corporate services, described the convenience services available through West Group's employee store. As part of a company-sponsored program made up of volunteers, Ruth Hernandez, president of PERA, Newark, NJ, and Eleanor Fetch, treasurer of PERA, Scranton, PA, Prudential Employee Recreation Association (PERA), stressed the importance of tracking expenses and recognizing volunteers. Later, a panel of employees from PERA Club-Salt River Project, Phoenix, AZ, led by Kemp Ellis, general manager, spoke on the challenges of overseeing employee services programs and employee stores in multiple locations. At each session, attendees were afforded the opportunity to ask detailed benchmarking questions. Look for profiles on these companies in upcoming issues of *ESM Magazine* and on the web at www.esmassn.org.

See it all in the Exhibit Hall

This year's Exhibit Hall displayed less flash and more personal attention. Employee services managers asked questions and communicated specific needs. The Exhibitors answered with tailored programs adaptable to the attendees' corporate cultures. Their efforts to build quality relationships with conference attendees paid off with high traffic in the Exhibit Booths and qualified leads. Conference attendees strolled the aisles of the Exhibit Hall in search of products and services to enhance their employee services programs, including discount programs, logoed items, computer programs, and hotel and travel packages. Many of the products and turn-key programs will serve as an avenue for recruitment and retention.

Socializing

ESM Association's evening social function, A Night in New Orleans, invited guests to experience one more night of Big-Easy fun at the Fairmont Hotel. Attendees enjoyed a Cajun buffet of shrimp Creole, fried catfish and jambalaya as they danced the night away to the New Orleans-style band Vieux Carré. Some guests arrived in masquerade masks, prepared to celebrate the evening.

During the Closing Brunch on Thursday morning, the ESM Association Foundation held their annual Live Auction. Among this year's favored items were a Compaq laptop computer and an electric guitar autographed by John Mellencamp. A Silent Auction was held throughout the conference during Exhibit Hall hours. Among the items sold were a hockey stick autographed by Tyson Nash of the St. Louis Blues. Due to the efforts of the ESM Association Foundation Trustees, the ESM Association Foundation raised \$6,480 for employee services education and research. During the brunch, it was announced that ESM Association's 61st Annual Conference & Exhibit will be held at Town and Country Resort and Convention Center in San Diego, CA.

Conclusion

Employee programs are essential in today's ever-changing workplace of mergers, acquisitions and downsizing. Those companies that have them are more likely to retain employees and maintain high morale during these trying times. It is the job of the employee services provider to learn how to communicate to management the need for these programs. ESM Association's 60th Annual Conference & Exhibit provided employee services managers with an understanding of why their employee services programs are recruitment and retention tools and how they can use them to impact the bottom line. When applied, this information will help their companies become top employers within their communities. **esm**

Peter N. Wolak is editorial assistant for ESM Magazine. He can be reached at (630) 368-1280 or peterwolak@esmassn.org.

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magazine

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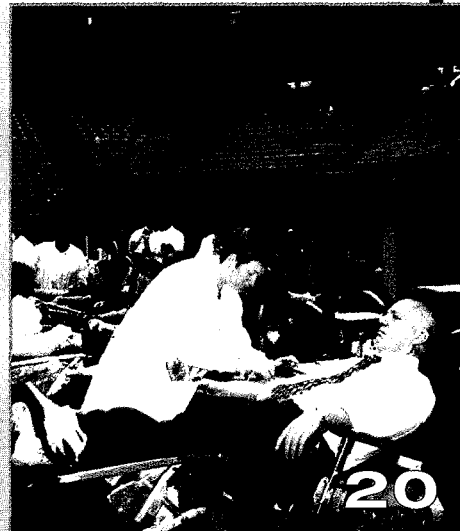
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ESM Association's 2001/2002 Buyer's Guide

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ESM Association puts discounted products and services at your fingertips with a complete listing of National Associate Members. Use this information to implement employee services programs.

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Partnering with suppliers

How to use ESM Association's Buyer's Guide to enhance your programs

Building relationships with suppliers is part of every employee services provider's job responsibilities. Whether you need to stock the employee store or print a promotional brochure, it's important to keep a variety of suppliers' names on hand to help you accomplish these tasks. This month's issue of *ESM Magazine* contains the Buyer's Guide—one of our most popular member services. The Buyer's Guide is a listing of ESM Association's National Associate Members who are familiar with the employee services market and understand your employees' needs. The easiest way to use this service is to have a goal in mind as you read the product descriptions. Consider the following ideas for using the Buyer's Guide to enhance your programs:

1. **Learn new concepts that improve existing programs.** Increase the popularity of your programs by collaborating with suppliers to add new program features. Use the Buyer's Guide to purchase products for your recognition program, such as gift cards or candy, or spice up your employee store with watches or logowear.
2. **Outsource an entire program.** Let a turn-key operation do the work for you. Employ a party planner to coordinate your next company picnic or allow a travel agency to brainstorm a creative team-building excursion.
3. **Create an employee discount program.** Partner with several National Associate Members to offer employees discounts on amusement park tickets, travel services, voluntary benefits, and more. Consider collecting all of the discount information at once and presenting it to employees in a complete package.
4. **Enhance your website.** Ask National Associate Members about linking to their online services from your intranet site. This concept will save you time by allowing your employees to go straight to the suppliers for information on discounted products and services.
5. **Raise funds.** When talking with National Associate Members about their services, inquire about using their discount programs to generate funds for your programs. Many National Associate Members will donate a portion of their sales to your company's employee association.

Take the time to read through ESM Association's Buyer's Guide and discover how to make your job easier. With an objective in mind, you can determine the best method for enhancing your programs. Then, shop, compare and choose the best services for your employees.

For convenient access to the most up-to-date Buyer's Guide listings, visit ESM Association's Buyer's Guide online at www.esmassn.org. To access the online listing, enter the Member Resources Section from the homepage and log in using your last name and member number (found on the mailing label of this issue of *ESM Magazine*).

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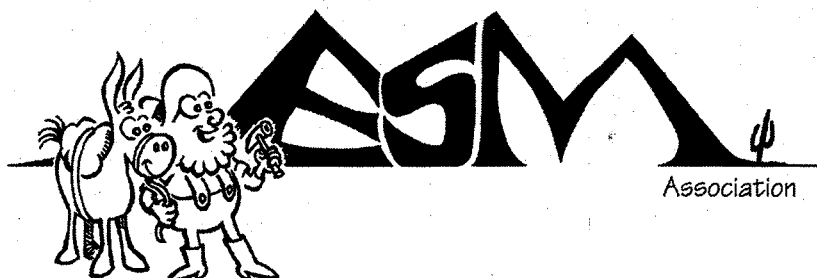
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Help has arrived

Tax incentives may encourage more employers to offer childcare assistance

By Cindy Kazan

The state of employer-sponsored childcare is a mixed bag. According to a recent survey conducted by the Society of Human Resource Management, Alexandria, VA, fewer employers are offering childcare subsidies or onsite childcare centers compared to five years ago. The number of companies with onsite childcare centers has dropped from six percent to five percent, and the number that have company-supported childcare centers has dropped from five percent to four percent. Only four percent subsidize childcare for their employees, compared with six percent five years ago.

However, the need for employer-sponsored childcare programs still exists, as shown by an increase in the number of companies that offer childcare referral services (20 percent from 15 percent) and dependent care flexible spending accounts (69 percent from 58 percent). Recently, the U.S. Congress acknowledged this issue and is offering to help.



Government support

The U.S. Congress and the White House recently passed and signed a tax credit law supporting work-site childcare. The new law, which Senator Herb Kohl (D-Wis.) has been advocating since 1996, provides a 25 percent tax credit (up to \$150,000 per year) to employers for expenses related to providing childcare for their workforce. The law covers the following expenses:

The 10 Components

- The acquisition, expansion or repair of an on- or near-site childcare center, after-hours care facility or sick-child facility. This credit is also available to any consortium of businesses that join together to create a childcare center.

- Direct company subsidization of the operating costs of a childcare center.

- A company's reservation of childcare slots, for employees, at an offsite, licensed childcare center.

- Company expenditures on training and continuing education for childcare workers.

The bill also provides employers with a tax credit of 10 percent of the cost of childcare resource and referral services. These employer


tax credits are provided in addition to three other tax cuts included in the Bush administration's package to support families with children—an expansion of the dependent care tax credit, extension and expansion of adoption tax benefits and an increase and expansion of the child tax credit.

Taking action

"Leading employers know that childcare is one of the toughest issues facing today's working parents," says Christopher Newton, president and CEO, Work|Life Benefits, Lakewood, CA. "Passage of the tax credit is proof that employees need help, and I hope it will encourage more employers


to add childcare assistance to their work/life initiatives." Contact Work|Life Benefits or your local congressman to learn how your company can apply the new tax credit to your childcare offerings. Then, consider presenting the tax credit information in conjunction with a proposal to management for new childcare initiatives. **esm**

Cindy Kazan is the media contact for Work|Life Benefits, Lakewood, CA. For more information on the tax credit for employer-sponsored childcare, please call Christopher Newton, president and CEO of Work|Life Benefits, at (714) 677-8686.



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U.S. General Services Administration

Internet addicts

A four-step program to help employees break the cycle

By Mike Foster

Employee Internet addiction is a growing problem in companies across the country. As organizations rely on the Internet to conduct business and communicate with their workforce, employees have more reasons to log on and never log off. This increased usage gives them more opportunities to surf inappropriate websites and embark on questionable online activities. What all this Internet exposure means for managers is an increased risk of having an Internet-addicted employee who lowers productivity and opens the organization up to potential legal battles.

When managers learn that an employee is addicted to the Internet, the most common reaction is to terminate the employee. After all, in many companies, goofing off during paid hours or abusing company resources are grounds for termination. But in today's economic climate, managers cannot afford to lose a valuable employee. If you have recently discovered that one or more of your employees falls victim to Internet addiction, there are steps you can take to intervene and break the cycle. The following suggestions will enable you to rehabilitate most Internet-addicted employees and keep them as valuable members of your team.

Step 1: Assessing the addiction

To make the first step to recovery, Internet-addicted employees must acknowledge that they have a problem. You can help them do this by enabling them to understand their feelings toward the Internet. Most addicted employees will reveal that they feel lost, separated, anxious, or empty when they're not online. By allowing them to voice these emotions, they'll get a sense of just how attached they are to their Internet adventures. Next, detect if they're using the Internet to connect with others or disconnect from the world. Employees who are using the Internet to connect with others

will need the most help, as they have yet to realize that the more they use the Internet to "connect," the more they're disconnecting from reality, work and loved ones. Employees who are online to disconnect from the world are ready to acknowledge their problem and begin the recovery process.

Step 2: Becoming an ally

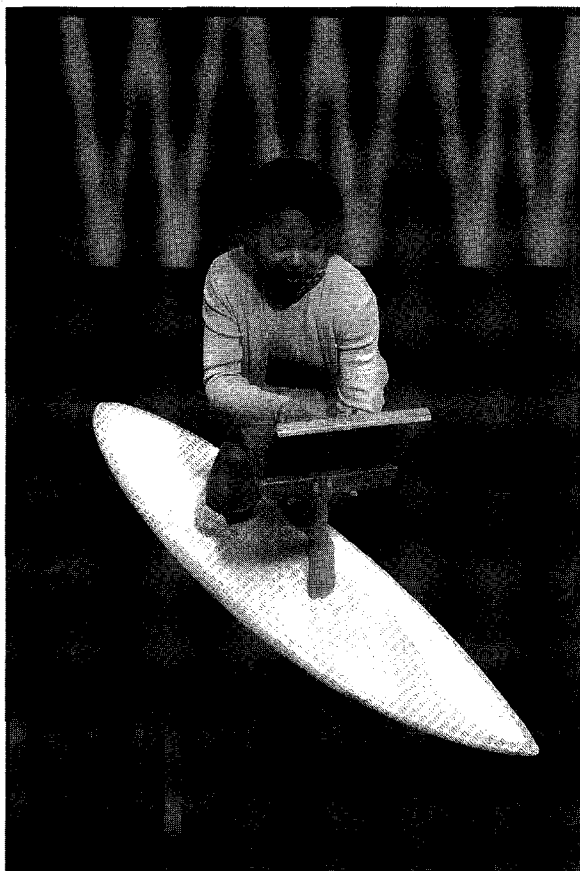
Internet addicts fear that your goal is to belittle them or have them fired. They'll think that you don't understand what they're going through. However, once the employees admit the problem, your focus should be on explaining to them that you want to help.

Begin by letting them know you understand that Internet addiction is a natural response to unlimited Internet access. After all, it is common for users to get sucked in as more activities and information become available online. Next, promote a "we're in this together" approach to foster understanding and a joint resolution to the problem.

During this process, while it's imperative to state that the employees' current behavior is unacceptable, it's equally important to avoid placing blame on the employees. In most instances, the employees meant no intentional harm to the company and may not have realized how much time they were spending online. By not placing blame and instead showing compassion for the addicted employees, you're helping them see their Internet addiction for what it really is—a potent and addictive "drug" that can hurt employees' personal and professional lives.

Step 3: Joining forces

Rather than terminating the employees' Internet use "cold-turkey," gradually wean them from it. For example, if an employee spends six hours of the workday online and an additional five hours online at home, ask the person to cut back to four hours a day. If that goes successfully for a week, then suggest a two-hour time limit. Keep going until the employee no longer needs the Internet to feel complete. Realize that an addiction is basically a habit gone



astray. Since it takes most people 21 days to acquire a habit, the same holds true for breaking a habit. To make the weaning process work, allow employees to set their own realistic goals for breaking the habit. They'll be more motivated to succeed if they know they're doing it at their own pace and for themselves, rather than for someone else.

Step 4: Knowing when to back off

In the midst of helping employees overcome an Internet addiction, take precautions so you don't become too emotionally involved with the employees and end up neglecting your own responsibilities or family in the process. Realize that you are a manager, not a therapist or best friend. If a particular employee is draining too

much of your energy or encompassing too much of your time, refer this person to a trained professional who can provide one-on-one counseling. Understand that you cannot salvage every employee.

Some may be so caught up in their Internet practices that no amount of manager intervention can help. In those instances, your best bet is to follow the employee manual and proceed with more specialized intervention practices or a termination hearing. In the end, while you want to help every team member succeed, your ultimate goal is the company's best interest.

Employee Internet addiction is a real problem with serious consequences. Decreased job productivity, lower company profits and failed relationships are just some of the casualties brought on by this innocent addiction. When you witness a problem in your organization, intervention is the best process to an agreeable solution. Your help and guidance can make a difference in an addicted employee's life and can be the determining factor in your organization's bottom-line goals. **esm**

Mike Foster's history as the CEO of a computer company for 12 years, and as an international technology consultant and speaker, makes him an expert at both technology and management skills. He is a frequent presenter of keynote speeches, seminars and workshops. For more information about Foster's programs, call (800) 657-7107 or visit www.internetmisuse.com.

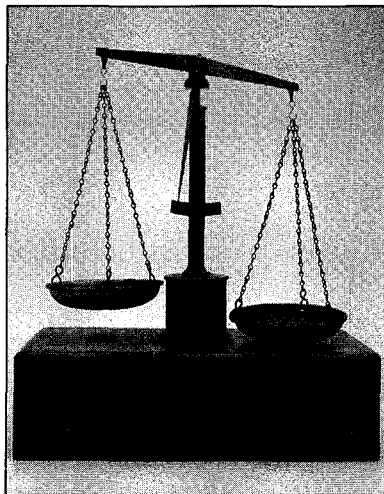
Do the right thing

How to balance ethics and the bottom line

By Larry Julian

As business leaders we are caught between two separate worlds—a personal world that urges us to treat others with respect and compassion, and a professional world that compels us to yield to bottom-line pressures at all costs. As a result, we are often forced to choose between the company's financial success and our own ethical and spiritual considerations. We struggle to integrate these two worlds so we can do the right thing while still reaching corporate goals. But, choosing between the company's financial success and our own personal values can lead to internal conflict, family stress, physical problems and emotional burnout. It's no wonder business leaders are asking themselves, "Is it possible to be both ethical and profitable in a competitive business environment?"

The answer is yes, and the solution lies in bringing our core values and beliefs to the office. This does not mean preaching religion to coworkers. It just means bringing the best of ourselves, and who we are, to the workplace. Experience has shown that those who base business decisions on their own spiritual and business principles find greater personal and professional success than those who check their personal values at the office door. Here are five tips to help balance personal ethics with business obligations.



Finding meaning and purpose

We may seek meaning and purpose in our work, yet in reality, bottom-line pressure for company profitability takes precedence over the company's or our own meaning and purpose. Most employees acknowledge that there is more to work than simply earning a paycheck. Profit alone is an inadequate reward. But to have a rewarding job, you need to look in the mirror and honestly ask yourself, "What is my priority? What purpose do I serve and to what

end?" When you find the answers to these questions, you will find your purpose.

Purpose motivates us. It gives us a reason to get out of bed in the morning and provides direction for each day. The effective leader harnesses the motivation that comes from purpose—understanding that profits will result from that synergy.

Remaining ethical

A time will come in your life when you will be tested beyond your perceived limit—a time when business pressure, intellectual logic and fear build up and force you to choose between an easy wrong decision and a tough right decision. Fear and discouragement take over and keep us from doing the right thing.

When we recognize the right thing to do, and follow through, we demonstrate integrity, which establishes our credibility as leaders. Credibility is a competitive advantage in today's rapidly-changing market. Employees, customers and shareholders are looking for leaders they can trust and respect. At a time when employee retention is vital to success, leaders who do the right thing will help employees feel good about work.

Being patient and thinking long-term

Patience and the bottom-line are like oil and water—they don't mix. Having the patience to work a long-term plan sounds great in theory, but short-term pressures often force us to do whatever it takes to get the job done. Unfortunately, the decisions we make under such circumstances often divert us from our ultimate purpose and undermine our ability to achieve long-term goals. On occasion, expectations to produce

force us to focus on questionable acts, such as ignoring long-term program participants for the sake of attracting new ones or pushing an unsigned contract through by month's-end, with the hope that it will be signed soon. However, by sprinting from quarter to quarter like this, you exhaust your energy and lose focus. With patience, though, you can learn to run the race consistently, in spite of the short-term pressures that surround you.

Patience allows you to set your own course and control your own pace. Instead of running in panic mode each day, run with a sense of purpose. When you set a long-term course for business, and focus on an ultimate purpose, short-term crises become steppingstones to success instead of stumbling blocks to failure.

Integrating employees' needs into profit obligations

Despite best intentions, tension between the needs of employees and the company's profit obligations will always exist. The key to success in this area is not in trying to balance these two sometimes-opposing dynamics (employees and profits), but rather to integrate them to create win-win solutions.

Integration is the bringing together of separate parts into a whole. As an effective leader, your role is to bring together employees to achieve the company's mission and to make a profit. For example, a business leader might be faced with lower profits and higher costs than expected. Shareholders ask the usual question: "How can we reduce costs?" If profitability is the only consideration, the answer might be to eliminate employee services. However, under such a scenario, the needs of the employees have been ignored. The ethical

business leader frames the question differently: "How can we reduce costs and increase profitability without sacrificing our employees' needs?"

Making each day a signature day

We are often faced with compromised values and overwhelmed by distracting details, which waste the importance of each day. Approach each workplace-altering decision as an important one. Ask yourself, "Am I willing to put my signature on this day?" Our 'signature on each day' authors our legacy for tomorrow. Life is short; make each day the most important day of your life.

Following these five principles will establish you as an ethical leader in a bottom-line world. Combine spiritual beliefs with business talents to allow yourself to become a successful leader—both personally and professionally. By letting your principles and beliefs guide your business decisions, you enhance your personal worth as well as the company's bottom line. **esm**

Larry Julian is a consultant and speaker specializing in leadership development. As the author of God Is My CEO: Following God's Principles in a Bottom-Line World, he helps people reconcile their professional talents with their core beliefs to create personal and professional success. For more information, call (888) 813-8303, e-mail larrysjulian@aol.com or visit www.GodIsMyCEO.com.

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Focusing on Retention



Covance CLS uses focus groups to learn what employees want

By Sandy R. McWhorter

Quality employee services that meet the needs of a company's workforce serve as an incentive for employees to remain with the company. Although many employee services providers position their programs as retention tools, most do not have metrics in hand to prove that their programs are actually providing reasons for employees to stay. Yet, these metrics are not all that difficult to obtain. As the work-life coordinator in the Human Resource Department of Covance CLS (Central Laboratory Services), Indianapolis, IN, I am responsible for conducting annual focus groups to determine the needs of our workforce and to identify the reasons why employees continue to work for the company.

Each year, I share many of the recommendations made during the focus groups with management, who listens to what employees want and approves many of the requested programs. This year, the focus groups truly paid off when the results showed that three employee services were included in the employees' list of top 10 reasons why they remain with the company. Much of the success of the focus groups is due to a simple structure that produces quality results.

Planning

The focus groups are successful because upper management supports them. Dr. F. John Mills, corporate senior vice president and president of Covance Clinical Support Services, believes in the focus groups 100 percent.

My goal is to give all employees the opportunity to participate. Each year, approximately 95 percent of the workforce participates, which is no small feat considering Covance CLS has over 1,000 employees. This high percentage is necessary to produce unbiased results. I send the staff interoffice e-mail messages inviting them to participate in the focus groups. The focus groups work best with 20-25 employees per group. The participants complete sign-in sheets and I cross off their names on a staff spreadsheet to track participation.

Content

The one-hour focus groups consist of two, two-fold questions that I pose to the group and discuss with participants. The first question is "What keeps you here? What do you like about working here?" and the second question is "What are your recommendations for improving work/life? What would make your work/life better?" Responses to these questions are written on poster-sized post-it pads that are adhered to the wall for easy viewing. Once I collect all of the recommendations, the focus group participants vote for their top 25 recommendations. The group gives all of the suggestions equal consideration, but the voting process allows them to identify the ones that are most important.

Results/tabulation

Generally, it takes 2-3 months to complete the focus group process. Upon completion, I tabulate the results and enter them into a database of recommendations. Those recommendations that are repeated are included as one-line items, but they are given a higher voting number. Management chooses about 20-25 percent of all recommendations to be addressed for the year.

As shown in Sidebar A, the recommendations vary from relatively simple and inexpensive employee services (i.e. ATM Machine) to elaborate and costly

Sidebar A

PROGRAM RECOMMENDATIONS	
The following table contains a select few of the hundreds of recommendations that the company has implemented as a result of the employee focus group sessions:	
PROGRAM SUGGESTION	IMPLEMENTATION
Flexible Work Arrangements	Training rolled out 4/00; policy 2/01
Formal Paid Time Off Program	1/00
Tuition Reimbursement Increase	1998 and again in 2001
Wellness and Dependent Care Reimbursements	1/00; Dollars increased 1/01
Gourmet Coffee/Espresso Bar	6/01
Flu Shots for Retirees	Annually when available
Onsite ATM Machine	1998

Focusing On Retention

employee programs (i.e. Flexible Work Arrangements). The recommendations listed in Sidebar A are a select few of the hundreds that Covance CLS has implemented over the past few years. However, they reflect the types of programs and services the employees have indicated would motivate them to stay with the company and/or make their work lives easier.

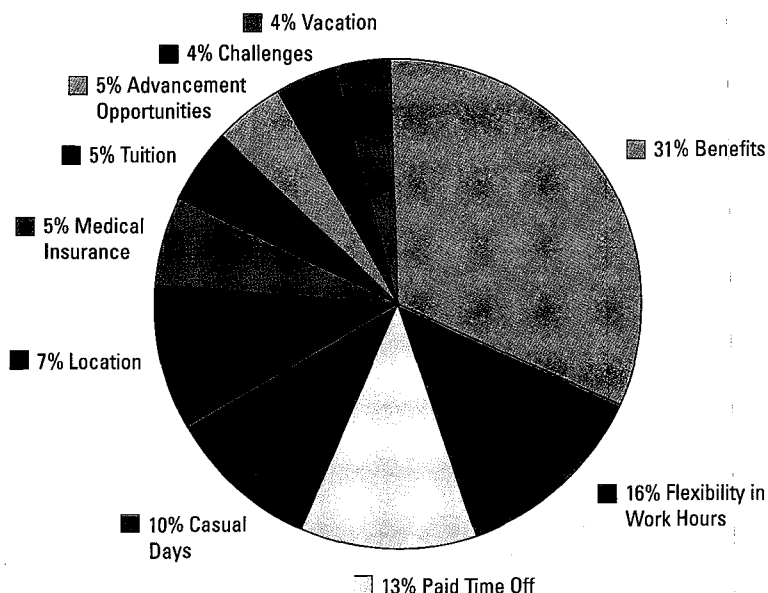
Communication

Communication is an essential element in the focus group process. Once management chooses recommendations, I must continually communicate the status to the workforce. I announce newly completed and processed recommendations in the employee newsletters and at quarterly town meetings, where employees gather regularly. Large poster-sized boards listing all of the recommendations are placed in a well-trafficked location. Each time a recommendation is completed or processed, the status is written on the board beside the recommendation. In recent focus groups, employees requested that all chosen recommendations be placed on an accessible computer drive so the status of the recommendations can be accessed from their computers at any given time. This service is now available.

Sidebar B

SUMMARY: WHY STAY?

During the December 2000 focus group sessions, Covance CLS employees named 10 reasons why they remain with the company:



Retention

It's difficult to prove that a new employee services program plays an active role in retention, especially without metrics. I go right to the source to obtain information that proves Covance CLS's programs retain employees. The answer to the second question, "What keeps you here?," provides me with both a passive and active method for analyzing the employees' feedback.

With the passive method, I observe body language and listen to the tones in the voices of the participants. During first year's focus groups, employees communicated much tension and frustration. When asked for simple recommendations, some employees were known to get red in the face when responding, while others pounded their fists on the table to make a point or shed a few tears out of frustration of not being heard. This was the first time they were given a chance to voice their thoughts in an official forum. By the time I conducted the second year's focus groups, management had addressed over 150 recommendations from the previous year. As a result, I noticed a change in attitude. The employees were much more at ease during the focus group sessions, with only an occasional voice of frustration. The third and most recent year brought calmness. Employees voiced their recommendations as though they were merely offering suggestions. Overall, the employees' behavior proved to management that the focus groups were an overdue concept that employees appreciated.

Using the active method of analyzing the employees' feedback, I drew conclusions from the participants' direct comments. For example, over the past two years, employees listed the focus groups as one of the top 20 reasons why they stay with the company (See Sidebar B for the top 10 reasons). During the third year of conducting focus groups, employees named three of the recommendations implemented from the previous year as three of the top 10 reasons why they stay with the company. These direct statements led me to the conclusion that the focus groups assist in employee retention.

Conclusion

As employers continue to struggle with keeping employees satisfied and turnover low, employee services providers must tie their program ideas to the company's goals. By conducting focus groups, I can determine exactly what employees want. Morale has increased now that employees have a voice within the company and a say in the programs that are implemented. Best of all, I continually inform them of the

status of their recommendations, giving them more programs and services to look forward to during their employment with the company.

esm

Sandy R. McWhorter is the work-life coordinator for Covance CLS, Indianapolis, IN. She can be reached at (317) 273-7889 or sandy.mcwhorter@covance.com.

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ESM Association's 2001/2002 Buyer's Guide

How to Use ESM Association's Buyer's Guide for Employee Benefits

ESM Association's 2001/2002 Buyer's Guide is a tool to help you begin, improve or expand your employee services program and employee store. It is a listing of ESM Association National Associate Members, complete with information, prices and descriptions furnished by the Associate Members.

RETAIN THIS SECTION. It is a handy resource for valuable employee discounts on goods and services used to implement employee services programs. **ESM Association's 2001/2002 Buyer's Guide** is also available in the Member Resources Section of www.esmassn.org. Log on by entering your last name and member number (located on the mailing label of this issue of *ESM Magazine*).

Only ESM Association members are eligible for discounts. Read through the **Buyer's Guide** to see what is available to you and your employees, then call the contact listed to receive more information about the products and services. Always identify yourself as an ESM Association member when calling. If the Associate Member company provides your organization with an ESM identification number, please use your company's assigned number.

2000/2001 Buyer's Guide

Table of Contents

To enhance your use of the Buyer's Guide, this quick reference contains the eight categories of suppliers, each category's page number and a description of the products/services found in each category:

Awards/Recognition/GiftsB3

Specialty foods, jewelry, gift certificates, engraved items, or any special type of item or merchandise used to recognize employees' merits.

Employee Store Merchandise/ClothingB4

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Family Entertainment/AttractionsB7

Attractions, amusement parks, shows, family fun and events.

Hotels/ResortsB11

Listed first by multi-locations and then alphabetically by state.

Specialty/Professional ServicesB16

Financial, printing, consulting, special event planning, and more.

Travel ServicesB20

Travel services—air, bus, car rental, cruise lines, and tour services.

Visitors/Convention BureausB23

Information on facilities and services in specified areas.

Wellness/SportsB25

Products and services to assist in the promotion of wellness and fitness.

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NAMCO is a toy wholesaler that has specialized in children's toys for corporate holiday parties for over 30 years. Case lot sales available at low wholesale pricing.

Payrollpurchasing.com

1611-D Ellsworth Industrial Blvd.
Atlanta, GA 30318
888-923-6236 x5117
404-609-5126
E-mail: khaworth@payrollpurchasing.com
Contact: Kathy Haworth

Payrollpurchasing.com (PPC) is an innovative benefit program that allows employees to shop from our extensive PPC Internet site. Purchases are paid through interest free payroll deduction. Discounts and commissions are available to fund employee services groups.

Prestige Advantage Assoc., Inc.

10251 W. Sample Rd., Ste. C
Coral Springs, FL 33065
888-866-7795
954-344-0150
FAX: 954-344-0247
Contact: Shannon La Pierre

Since 1992, Prestige Advantage Assoc., Inc. has been providing free discounts and considerations to employees of large corporations, hospitals and federal agencies.

Richard Kastner Co.

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215-885-6651
FAX: 215-885-6653
Contact: Richard Kastner

Richard Kastner Co. supplies general merchandise to company stores, casinos and gift shops.

Rynns Luggage

1922 E. Carson St.
Pittsburgh, PA 15203
800-664-1220
412-481-9560
FAX: 412-481-8864
Contact: Howie Pastroff

Rynns Luggage is the Samsonite national distributor and Totes umbrella distributor for independent accounts. Both lines are available to ESM Association members with employee stores. A mobile umbrella assortment with fixture is also available. Our customers are independent retailers throughout the U.S.

Selling Edge, Inc.

214 W. 29th St., Ste. 1201
New York, NY 10001
212-279-7200
FAX: 212-279-6550
E-mail: gbrill@sellingedge.com
Contact: Gary Brill

Selling Edge, Inc. provides promotional merchandise for picnics, Take Your Daughter To Work® Day, holiday parties, blood drives, special events, meetings, company stores, and much more. We feature both imprinted and nonprinted items. Name brand and designer merchandise is also available.

Family Entertainment/Attractions

American Family Day Corp.

P.O. Box 669068
Marietta, GA 30066-0102
800-227-3801
770-429-1807
FAX: 770-426-0906
Website: www.americanfamilyday.com
E-mail: bill@americanfamilyday.com
Contact: Bill Blohm

At last, a company that eliminates the burden of coordinating the company picnic, open house and anniversary celebration. American Family Day Corp. is a nationwide company offering services for events with 500-50,000 guests. We own the largest selection of games, activities, catering, and concession supplies. We are a turn-key operation with full-service locations in Sacramento, CA; Marietta, GA; and Columbus, OH.

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Newark, NJ 07114
888-925-8287
973-424-5353
FAX: 973-424-5354
Website: www.4adventure.com
E-mail: Craig.Batten@Anheuser-Busch.com
Contact: Craig Batten

Adventure Club is your passport to great family fun. Get started by offering your employees the best year-round benefits to eight fun-filled Anheuser-Busch Adventure Parks: Busch Gardens and Water Country U.S.A., Williamsburg, VA; Busch Gardens and Adventure Island, Tampa Bay, FL; SeaWorld Adventure Parks, Orlando, FL; San Diego, CA, and San Antonio, TX; and Sesame Place, Langhorne, PA. For more information on how to become an Adventure Club member, call our toll-free number.

Brunswick Recreation Centers/Brunswick Zone

1 N. Field Ct.
Lake Forest, IL 60045-4811
847-735-4587
FAX: 847-735-4503
Website: www.brunswickbowling.com
E-mail: sue_schory@brunbowl.com
Contact: Sue Schory

Brunswick, one of the largest chain operators of family bowling and recreation centers in North America, offers free group bowling parties to ESM Association companies wishing to organize programs for their employees on a local or national basis. Brunswick's new, futuristic, glow-in-the-dark Cosmic Bowling is perfect for company parties, group outings and fund-raising events.

Disneyland Park Event Sales

1150 W. Magic Way, DRC 3rd Fl.
Anaheim, CA 92802
714-956-6861
FAX: 714-956-6864
E-mail: loretta.zimmerman@disney.com
Contact: Loretta Zimmerman

Feld Entertainment, Inc.

8607 Westwood Ctr. Dr.
Vienna, VA 22182
703-448-4011
FAX: 810-454-4722
E-mail: nhobby@feldinc.com
Contact: Nicole Hobby

Feld Entertainment, Inc. makes dreams come true for more than six million families each year. Come see our innovative, world-class productions in your hometown: Ringling Bros. and Barnum & Bailey, Disney on Ice and our new, upscale, one-ring circus, Barnum's Kaleidoscope.

Florida Attractions Assn.

1114 N. Gadsden St.
Tallahassee, FL 32303
850 224-0519
850-222-2885
FAX: 850-222-3970
E-mail: attractions@nettally.com
Contact: Donna Ross, CAE

The Florida Attractions Assn. is a trade association comprised of over 85 family-oriented tourist attractions from Pensacola to Key West. For a free copy of *The Official Guide Map to Florida Attractions*, call (850) 224-0519 or e-mail attractions@nettally.com.

Golf Guide & Coupon Book

2265 Laguna Canyon Rd.
Laguna Beach, CA 92651
949-376-6400
FAX: 949-376-8500
Website: www.onlinegolfguide.com
E-mail: dan@onlinegolfguide.com
Contact: Dan Kaczor

Golf Guide & Coupon Book contains thousands of dollars in coupons for free and discounted golf at hundreds of courses and practice centers. Maps, fee information and

course descriptions make these comprehensive directories a valuable resource for every golfer. Available in three editions: Northern California, Southern California and Arizona. ESM Association members receive a 30 percent discount. A great gift idea.

Kennedy Space Center Visitor Complex

M/C DNPS
Kennedy Space Ctr., FL 32899
321-449-4324
FAX: 321-449-4480
Website: www.kennedyspacecenter.com
E-mail: mmayoros@dncinc.com
Contact: Micki Mayoros

Experience the glorious past, which inspired the exciting present and future of the American Space Program. Tour LC 39 Observation Gentry to see where space shuttles launch; visit the Apollo/Saturn V Center to learn how astronauts landed on the moon; and tour the International Space Station Center to discover the future of space travel.

LEGOLAND California

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Carlsbad, CA 92008-4610
760-918-5300
FAX: 760-603-0032
E-mail: maryellend@america.lego.com
Contact: Mary Ellen Dougherty

LEGOLAND California, located 30 minutes north of San Diego, offers families the ultimate shared experience, with a full day of LEGO attractions, rides and hands-on play areas.

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Amherst, NY 14226
716-837-3722 x25
FAX: 716-837-3446
Contact: Robin Lenhard

Media Play/The Musicland Group is a national chain of entertainment superstores carrying music, books, software, DVDs, videos, video games, toys, and more. In addition to our customer reward club "Replay," we also offer corporate partnership programs for employee discount events, institutional accounts, and volume gift certificate purchase discounts.

Medieval Times Dinner & Tournament North America

7662 Beach Blvd.
Buena Park, CA 90620-1838
714-634-0213
FAX: 714-634-0214
E-mail: jlennartson@medievaltimes.com
Contact: Jim Lennartson

Call now to enroll in the Medieval Times exclusive year-round KnightClub Card program, offering a savings of 15 percent off regular adult or child admissions Sunday-Friday. The program is valid at Medieval Times castles in Buena Park, CA; Kissimmee FL; Chicago, IL; Lyndhurst, NJ; Myrtle Beach, SC; Dallas, TX; and Ontario, Canada. Cardholders enjoy a 10 percent savings on merchandise in our gift shops. KnightClub Cards are free. Each Medieval Times castle offers group rates for special company outings and a consignment ticket program. Take advantage of these exciting discounts and see the show that's become a legend.

Pirate's Dinner Adventure

6400 Carrier Dr.
Orlando, FL 32819
407-248-0590
FAX: 407-248-0507
E-mail: keithc@orlandopirates.com
Contact: Keith Charlton

We are the World's Largest Pirate Dinner Show with a Broadway style musical that includes spectacular stunts and special effects. Over 100 people from the audience are asked to participate in the show every night.

Richard Petty Driving Experience

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Lake Buena Vista, FL 32830
407-939-0130
FAX: 407-939-0137
Website: www.1800bepetty.com
E-mail: tburrell@1800bepetty.com
Contact: Tonya Burrell

Experience the heart-pounding, high-speed, fast-action adventure of driving or riding in a 630 horsepower race car at speeds of up to 145 mph at the Richard Petty Driving Experience. Located at the Walt Disney World Speedway, we offer a 10 percent discount to ESM Association members. Come experience the real-life adventure made famous by racing legend Richard Petty.

San Diego Zoo/San Diego Wild Animal Park

3252 5th Ave., 2nd Fl.
San Diego, CA 92103-5715
619-718-3000
FAX: 619-718-3021
Website: www.sandiegozoo.org
E-mail: mantista@sandiegozoo.org
Contact: Mary Lou Antista-Suba

At the San Diego Zoo and San Diego Wild Animal Park, the Zoofari Club Card program offers employees a greater savings on year-round admission purchases. The program is free to companies with 100 employees or more. Other programs available include company picnics at both facilities, special tours and group outings that appeal to all ages.

Saturday Night Fever Tour

6104 Trolley Square Crossing
Atlanta, GA 30306
404-881-6012
FAX: 404-607-7029
Website: www.feverontour.com
E-mail: twingfield@mindspring.com
Contact: Todd Wingfield

Inspired by the 1977 film, Saturday Night Fever is now a touring Broadway musical featuring many Top 10 Bee Gees hits including "Stayin' Alive," "Night Fever" and "You Should Be Dancing...Yeah." Coming soon to your city.

Shear Madness

59 Temple Pl., #4442
Boston, MA 02111
800-992-9035
FAX: 617-695-1230
Website: www.shearmadness.com
E-mail: amshearmad@cs.com
Contact: Annmarie Faiella

Shear Madness is the hilarious whodunit where the audience solves the crime. Set in a unisex hairstyling salon as the scene of a wacky murder, the play is filled with up-to-the-minute spontaneous humor and it's different every time you see it. Shear Madness is delighting audiences in Boston, Chicago, San Francisco and at the Kennedy Center in Washington, DC. Generous group discounts are available.

Six Flags Theme Parks & Hotels

647 Camino de los Mares
Ste. 108-177
San Clemente, CA 92673
949-661-8517
FAX: 949-661-8516
E-mail: randythomas@earthlink.net
Contact: Randy Thomas

Six Flags Theme Parks & Hotels currently has two hotels in the U.S. and 35 amusement and water parks throughout the U.S., Europe and Mexico. Most parks offer ESM Association members programs that include picnics, consignment tickets and V.I.P. Club discount cards.

SMI, Inc.—The Russian Nutcracker

27 E. Housatonic St.
Pittsfield, MA 01201-6401
413-499-1733
FAX: 413-499-3820
Website: www.nutcracker.com
E-mail: SMI@nutcracker.com
Contact: Clifford Fields

Songer Whitewater, Inc.

P.O. Box 300
Fayetteville, WV 25840-0300
304-658-9926
FAX: 304-658-9952
Website: www.songerwhitewater.com
E-mail: raft@songerwhitewater.com
Contact: Len Hanger

Songer Whitewater, Inc. offers exciting whitewater rafting adventures in West Virginia. Choose from one- or two-day trips on the New and Gauley Rivers—America's best whitewater. Whitewater rafting is a great motivator or reward for your employees. ESM Association members receive a 15 percent discount on select trips.

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800-784-VIPS
303-792-8773
FAX: 303-792-8666
Website: www.UATC.com
E-mail: jdunn@uatc.com
Contact: Joanne Dunn

United Artists Theatres Discount Ticket Program offers an innovative, economical way to treat your employees to top box office hits priced substantially below box office prices. Tickets can be resold to employees or given as gifts, prizes or rewards. Gift certificates are also available. Valid at United Artists Theatres nationwide.

Universal Orlando

1000 Universal Studios Plz.
Orlando, FL 32819-7610
866-886-5027 x2
FAX: 407-224-6602
Website: www.universalorlando.com
E-mail: heidi.ferdinand@universalorlando.com
Contact: Heidi Ferdinand

The Universal Studios Florida Fan Club is a free program featuring special discounts on admission for families and guests. Universal Orlando also offers specially-priced corporate tickets to be sold on consignment to your employees and their families. Call for pricing information.

Universal Studios Hollywood

100 Universal City Plz., Bldg. 5511-5
Universal City, CA 91608
818-622-3176
FAX: 818-622-0142
E-mail: kim.weedmark@unistudios.com
Contact: Kim Weedmark

Everything that happens in the movies happens to you! Get ready to live the most spine-tingling adventure in 65 million years. Jurassic Park The Ride brings the biggest blockbuster ever thundering to life on the most spectacular water

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Wet'n Wild, Inc.

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Orlando, FL 32819
407-248-3005
FAX: 407-363-1147
Website: www.wetnwild.com
E-mail: tfrazier@wetnwild.com
Contact: Terry Frazier

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Lansing, WV 25862
800-982-7238
304-658-4007
FAX: 304-658-4008
Website: wvaraft.com
E-mail: wvaraft@wvaraft.com
Contact: K. Christopher Dragan

Wildwater Expeditions Unlimited, Inc., West Virginia's number one licensed outfitter, has first-class outdoor rafting and/or climbing adventures that make superior company outings or family vacations. Single- and multi-day rafting trips range from soft to extreme adventure. Rock climbing/rappelling clinics are among the additional activities that can be added to your adventure itinerary. ESM Association members and their employees will receive discounts of up to 20 percent. Call today to arrange plans. Free team-building video available.

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Wisconsin Dells, WI 53965-0065
608-254-2525
FAX: 608-254-6103
Website: www.wisconsinells-savings.com
E-mail: bartlett@dellsnet.com
Contact: Kristi Meister

Your employees will save up to 35 percent on the area's most popular attractions—the more you see, the more you save. Call or fax for further details on this free promotion.

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602-957-5770
FAX: 602-957-5643
Website: www.bestwestern.com/best.html
E-mail: valerie.amstutz@bestwestern.com
Contact: Valerie Amstutz

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Lombard, IL 60148
630-424-9500
FAX: 630-424-9507
E-mail: sarah.o'brien@cdendant.com
Contact: Sarah O'Brien

Cendant Corp. is the parent company of Days Inn, Howard Johnson, Ramada, Knights Inn, Wingate Inn, and Travelodge hotels. The Member Benefit Program offers ESM Association members hotel savings of 15-30 percent off the standard rate. The program is currently accepted at over 4,000 participating hotels throughout North America. Advance reservations are required. When making reservations, mention Member I.D. Number 20646. Call (800) 268-2195 for Days Inn; (800) 769-0939 for Howard Johnson; (800) 462-8035 for Ramada; (800) 682-1071 for Knights Inn; (877) 202-8814 for Wingate; and (800) 545-5545 for Travelodge. Call today and make your reservation.

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Website: www.choicehotels.com/ires/en-US/html/Choice-ESM?clientid=SKq4HxRrteSx
E-mail: mary_sarkis@choicehotels.com
Contact: Mary Sarkis

Choice Hotels Int'l. has more than 4,000 hotels worldwide. ESM Association members receive a 15 percent discount at participating Comfort, Quality, Sleep Inn, Clarion, Mainstay Suites, Econo Lodge, and Rodeway

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Website: www.discoverresorts.com
E-mail: thomasb@discoverresorts.com
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Phoenix, AZ 85072
480-998-1981
FAX: 480-998-7399
Website: www.foreverresorts.com
E-mail: mwantz-usa@foreverliving.com
Contact: Michelle Wantz

Forever Resorts offers various vacation destinations including luxurious houseboat rentals available in California, Georgia, Missouri, Nevada, and Texas, as well as accommodations at the Holiday Inn-Estes Park, CO; Signal Mountain Lodge in the Grand Tetons; and Mormon Lake Lodge, 17 miles south of Flagstaff, AZ. Discounts are available for ESM Association members.

Hostmark Hospitality Group

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FAX: 847-517-9797
Website: www.hostmark.com
E-mail: pfeller@hostmark.com
Contact: Peggy Feller

Hostmark Hospitality Group manages 40-plus hotels and resorts worldwide—from properties with shopping on the Magnificent Mile to resorts with marinas, stables, golf, and activities to limited facility properties near Disney in Orlando. We offer accommodations and welcome ESM Association participants.

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305-892-6880
FAX: 305-892-4443
Website: www.hoteldiscount.com
E-mail: hotelres@hoteldiscount.com
Contact: Robert Diener

Hotel Reservations Network offers ESM Association members discounts on hotel rates. Hotels are located in major cities including Boston; Chicago; London; Los Angeles; New York; Orlando; Paris; San Francisco; Washington, DC; Hawaii, and South Florida. Stay first class at economy rates. Call for details.

La Quinta Inns, Inc.

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Irving, TX 75038
214-492-6600
FAX: 214-492-6785
E-mail: pbanks@laquinta.com
Contact: Patrick Banks

La Quinta Inns, Inc. offers ESM Association members a 10 percent discount nationwide. With over 300 locations, La Quinta Inns and La Quinta Inn & Suites are a great place to stay. We offer spacious rooms, free continental breakfast, swimming pools, and free local calls.

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c/o Comfort Inn—Destin
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Destin, FL 32541
850-654-8611
FAX: 850-654-8815
Website: www.comfortinndestin.com
E-mail: dlpatat@aol.com
Contact: Diana Patat

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850-654-8611; Hampton Inn—Destin, FL: 850-654-2677; Red Roof Inn—Palm Harbor, FL: 727-786-2529; Hampton Inn—Southaven, MS: 662-349-8855; and Hampton Inn—Brentwood, TN: 615-871-0222.

Windmill Inns of America

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Scottsdale, AZ 85260
800-547-4747 Reserv.
480-443-0909 x105
FAX: 480-443-7635
Website: www.windmillinns.com
E-mail: hollyr@jeld-wen.com
Contact: Holly Rodriquez

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California**Inn Suites Hotels**

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Buena Park, CA 90620
714-522-7360
FAX: 714-523-2883
Contact: Arlene Jones

This 185-suite hotel is minutes from Disneyland and just one block from Knott's Berry Farm. Guests can enjoy a free, full breakfast buffet and Wednesday night barbecues. All rooms include a microwave, refrigerator, hair dryer, coffee maker, and tea maker. Two-room family suites and hot tub suites are available.

Stovall's Best Western Hotels

1110 W. Katella Ave.
Anaheim, CA 92802
800-854-8175
714-776-4800 x425
FAX: 714-758-1396
E-mail: stovallsab@aol.com
Contact: Anjuli Bijlani

Stovall's Best Western offers four hotels surrounding Disneyland in Anaheim, CA, that are centrally located to most southern California attractions. ESM Association members receive special rates.

Florida

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Orlando, FL 32821
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FAX: 407-239-1401
Website: www.buonavistasuites.com
E-mail: ebost@bvsuites.com
Contact: Elaine Bost

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941-261-6046
FAX: 941-261-6322
E-mail: jndnaples@adl.com
Contact: Joseph Dinunzio

The Choice Hotels of Florida family, including Clarion, Comfort, Quality, Sleep, and Mainstay, offer choice accommodations at special ESM Association rates.

Comfort Suites Resort Maingate East

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Kissimmee, FL 34746
888-784-8379
407-397-7848
FAX: 407-839-0402
Website: www.comfortsuitesfl.com
Contact: Tom Davis

Comfort Suites Resort Maingate East is a 198 room, all-suite hotel just two miles from Walt Disney World. We pay for scheduled transportation to Walt Disney World, Universal Studios, SeaWorld, and Wet'n Wild. Free deluxe continental breakfast. Guests have access to the business center, exercise room, pool, kiddie pool, and Tiki Bar.

Diplomat Resort at Maingate

7491 W. Irlo Bronson Memorial Hwy.
Kissimmee, FL 34747
407-396-6000
FAX: 407-396-9215

Website: www.maingateresort.com
E-mail: rrimg_gm@bellsouth.net
Contact: Debbie Hymes

Diplomat Resort at Maingate has 442 guest rooms and is located one mile from Walt Disney World. We offer complimentary transportation, children's programs and indoor and outdoor pools. ESM Association members receive up to 50 percent off.

DoubleTree Castle Hotel

8629 International Dr.
Orlando, FL 32819
407-996-3112
FAX: 407-248-8181
Website: www.doubletreecastlehotel.com
E-mail: tamarap@grandthemehotels.com
Contact: Tamara Parrish

The 216-room DoubleTree Castle Hotel is an upscale, themed hotel with the ambiance of a summer palace. Guests are greeted by towering spires, rooftop terraces, dancing fountains, and brilliant sculptures. Our mystically landscaped grounds, with a grand swimming pool, pool bar, hot tub, two themed restaurants, gift shop, and game room, create the feeling of a majestic castle courtyard. Ask for the Royal Passport rate.

Holiday Inn Hotel & Suites Main Gate East

5678 Irlo Bronson Memorial Hwy.
Kissimmee, FL 34746
800-FON-KIDS
407-396-4488
FAX: 407-396-8915
Website: www.familyfunhotel.com
Contact: Stephanie Rossmann

Holiday Inn Hotel & Suites Main Gate East is your family fun resort, located three miles from Walt Disney World. All 614 rooms feature a microwave, coffee/tea maker and mini-refrigerator. Hotel facilities include heated pools and whirlpools, sand volleyball, and tennis and basketball courts. Kids always eat free. The ESM Association member discount starts at \$45.

Holiday Inn Sun Spree Resort Lake Buena Vista

13351 S.R. 535
Orlando, FL 32821
407-239-4500
FAX: 407-239-7713
Website: www.kidsuites.com
E-mail: driverayates@yahoo.com
Contact: Diane Rivera

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Islamorada, FL 33036
305-664-2321
FAX: 305-664-4681
Website: www.holidayisle.com
E-mail: sandi@holidayisle.com
Contact: Sandra Lewis

Holiday Isle Beach Resort & Marina, in the Upper Florida Keys, offers 180 rooms, eight restaurants, 12 lounges, water sports, diving, deep sea fishing, meeting facilities, and island weddings and receptions. Discounts Sunday through Thursday: 35 percent discount 4/23/01-12/15/01; 10 percent discount 12/16/01-4/22/02. Thirty-day advance reservations are required and based upon availability.

Homewood Suites & Renaissance Worldgate Hotel

8745 International Dr.
Orlando, FL 32819
407-581-2271
FAX: 407-355-0737
E-mail: ycabrera@homewoodsuitesorlando.com
Contact: Yazmin Cabrera (Homewood Suites)

The Homewood Suites by Hilton is located in the heart of Orlando, FL. The all-suite hotel has 252 fully-equipped one- and two-bedroom suites. Enjoy free breakfast, complimentary cocktail hour and free transportation to area attractions. Must ask for the Orlando Connection rate.

The Renaissance Worldgate Hotel is located one mile from Disney World. Free shuttle service to all Disney attractions. Each room has a refrigerator, coffee maker, iron and ironing board, and a hair dryer. A full-service restaurant, deli and lounge are located in the hotel. Must ask for the Orlando Connection rate. Contact Lisa Klein at 407-396-1400, FAX: 407-396-1171, E-mail: LisaK@renaissanceworldgate.com.

Howard Johnson Inn Main Gate East

6051 W. Hwy. 192
Kissimmee, FL 34747
407-396-1748
407-345-8195
FAX: 407-396-1394
Website: www.hojomge.com
E-mail: bk10235@aol.com
Contact: Erick Schmallhorst

Located two miles east of Disney World, Howard Johnson Maingate East is the place to stay when visiting the Orlando, FL area. This 567-room hotel features heated swimming pools, a whirlpool and a kids-eat-free program. We offer scheduled transportation to the Magic Kingdom. Join our Golden Passport Club and receive additional discount passes to SeaWorld and Universal Studios.

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FAX: 407-206-4102
Website: www.islandone.com
E-mail: kim.carioti@islandone.com
Contact: Kimberly Carioti

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941-463-3131
FAX: 941-463-6577
Website: www.outriggerfmb.com
E-mail: dos@outriggerfmb.com
Contact: Jeanne Bigos

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727-442-7171
FAX: 727-442-7178
Website: www.qualitybeachresort.com
E-mail: sginez@aol.com
Contact: Stephan Ginez

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Radisson Resort Parkway

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Kissimmee, FL 34747
800-634-4774
407-396-7000 x1251
FAX: 407-396-6792
Website: www.radissonparkway.com
Contact: Elizabeth Herndon

The Radisson Resort Parkway is located just one-and-a-half miles from Walt Disney World. This resort has two pools, including one with a waterfall/waterslide. Other

features include a restaurant, lounge, deli, fitness center, snack bar, children-eat-free program, free scheduled transportation to major attractions, laundry facilities, Pizza Hut, and tropical gardens.

Sheraton Safari Hotel

12205 Apopka-Vineland Rd.
Orlando, FL 32836
407-239-0444
FAX: 407-239-4566
E-mail: yamile.rivera@meristar.com
Contact: Yamile Rivera

The Sheraton Safari Hotel is located in Orlando just 1/8 of a mile from the Walt Disney World Resort. Hotel features include a full-service restaurant, lounge, oversized swimming pool with a 79-ft. Python slide, kiddie pool, whirlpool, and game room. June 15-September 30, 2001, receive a \$69 rate for single-quad occupancy. Kids 10 and under eat free.

Summerfield Suites Hotel Orlando

8480 International Dr.
Orlando, FL 32819
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407-352-2400 x609
FAX: 407-351-1447
Website: www.summerfield-orlando.com
E-mail: jniebruegge@summerfieldsuites.com
Contact: Joanna Niebruegge

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Website: www.thhotels.com
Contact: Ronald Taylor

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E-mail: angela_crowder@wgresorts.com
Contact: Angela Crowder

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Contact: Bonnie Daugherty

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FAX: 417-339-3602
E-mail: radbran@aol.com
Contact: Annette Wood

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Nevada

Atlantis Casino Resort

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Reno, NV 89502
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775-825-4700
FAX: 775-825-1170
Website: www.atlantiscasino.com
E-mail: anna_mcardle@atlantiscasino.com
Contact: Anna McArdle, CMP

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FAX: 702-298-5129
Contact: Gee Montez

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Contact: Philip Croucit

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Contact: Joel Barez

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E-mail: rhooper@cccs.net
Contact: Ray Hooper

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E-mail: travel@floridakiss.com
Contact: Mariela Perre

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Contact: Jesse James

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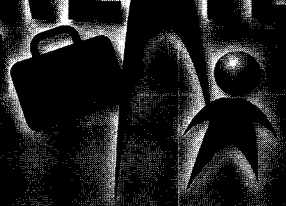
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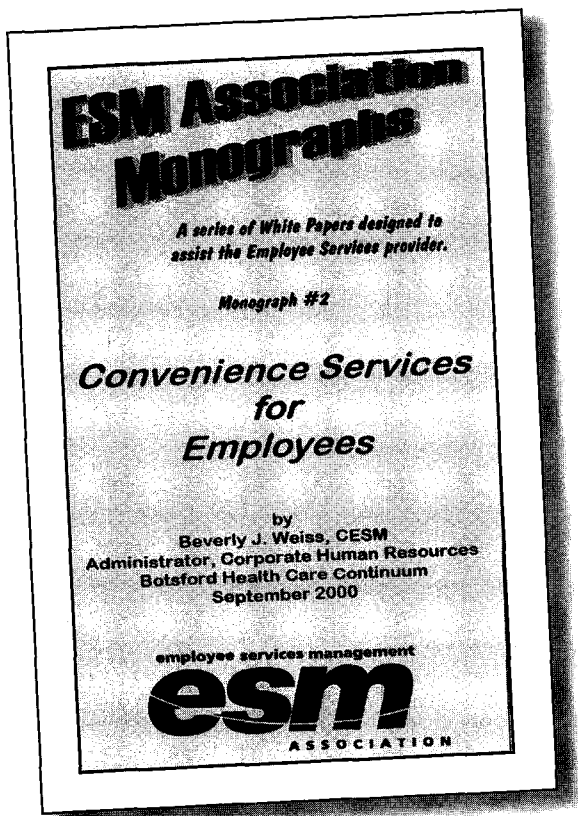
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Making Life Easier



Authored by Beverly Weiss, CESM, administrator, corporate human services, Botsford Health Care Continuum, Farmington Hills, MI, *Convenience Services for Employees* explains:

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This informative brochure is free to ESM Association Members. Also read Monograph #1, *Obtaining Management Support for Employee Services*. View both Monographs in the Member Resources Section of www.esmassn.org or order a hard copy from ESM Association.

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Positive Publicity

How to write a press release about your programs

By Hollis Thomases

An employer is always looking for strategies that position his or her company as the best place to work. Consequently, the media is currently printing an abundance of information on companies who offer employee services. Oftentimes, the story topics fall under the guise of 'employee perks,' 'work/life programs' and 'recruitment and retention strategies.' Smart employee services providers will take this opportunity to get the word out about their own programs and gain some positive publicity for their department and their company. Just as you promote your programs internally (to your employees), you also should promote them externally (to the general public). A press release is one of the most fundamental communication methods used to send out company news. If your Public Relations/Communications Department is not currently writing press releases that promote your programs, consider using the following tips to write them on your own.

Brainstorming for ideas

Consider writing press releases on new employee programs, upcoming events or results of community service projects. One method for summarizing your efforts is to provide key statistics on how your programs help recruit or retain employees, boost productivity or decrease absenteeism. Or, demonstrate your company's innovation by explaining how the Employee Services Department determined what employees want and created programs that meet their needs. Advance information is considered most newsworthy, so alert the media of an upcoming event or project, rather than

one that has already occurred. When the media is informed about an event in advance, a reporter may consider attending the event, reporting on it and taking pictures.

The structure

The two most critical components of a press release are the headline and the first paragraph. They will have the greatest impact on whether or not your press release is read and acted upon by a journalist or editor. Hundreds of press releases and newswire items cross a journalist's desk every day, so it is important to make

The Dos and Don'ts of getting a reporter's attention

DO keep your press release length to one page of text. A long press release will most likely find its way to the trash. If you have more to say, direct journalists to your website instead. Set up an online press kit that provides more detailed information and photos. To view a sample press kit, visit http://www.webadvantage.net/news_press.cfm?news_category_id=1&a=1?news_category_id=1&a=1

DO use spellcheck and proofread your press release for correct grammar. Improper grammar and spelling errors could cause a reporter to lose respect for your organization.

DO concentrate on making the information in your release easily comprehensible. The use of technospeak and industry jargon will only confuse and frustrate the reader of your press release. When writing, assume that the reader knows nothing about your industry.

DON'T ask the press to hold your press release until a specified date. This is called embargo and it will anger the media and potentially cause a newsleak—especially if your information is newsworthy and members of the press are jockeying to scoop one another on your story. Your information should always be "For Immediate Release," which you should print in bold letters at the top of the first page.

DON'T blast e-mail your press release out to every media person you know. Be selective by sending relevant news only to reporters covering that specific topic. Better yet, develop an ongoing relationship with journalists who write about your field. Earn their trust and respect in a professional manner and it will do wonders for your publicity.

yours stand out. The headline must grab attention, while the first paragraph substantiates the headline and summarizes the release's purpose.

The headline:

- Be as concise as possible. The text should not exceed two lines.
- Every word should help tell the story. Avoid small, insignificant words like prepositions, articles and pronouns.
- Use active verbs. For example: "XYZ company executed..." vs. "...was executed by XYZ company."
- Punch up your headline with statistics, humor and intrigue. One of the greatest responses I ever received was from a press release headlined, "How 10 Years of Stuffing My Face Led to Internet Enterprise."

First paragraph:

- The first paragraph should answer the "Five Essential W's and one H of Public Relations"—Who, What, Where, When, Why, and How?
- Start the paragraph by citing the geographical location of the news story source in parentheses. For example: (Aberdeen, MD)—that's the where.
- Write a first sentence that really wows the readers. They should say in their minds, "Okay, you've caught my interest. Now I'm ready to read more."

Second paragraph:

- You may want to quote a top official involved in the news of your release, such as the CEO. Choose a quote that provides substantial information worth reprinting, rather than a point already made within the text of the release.
- If you do not have a substantial quote, consider citing industry statistics from a study relating to the employee services program discussed in your release. Remember to include the source of your statistics so that the reporter can check your facts.

Closing paragraph:

- Write a standard paragraph about your organization and its Employee Services Department. Include the type of business, how long it has been in existence, its purpose/mission, and where to go for more detailed information, such as a website address.

Closing marks:

- Vestigial from days of old, characters or codes were inserted at the bottom of a press release to indicate that



the reader had come to the end. These codes are still common practice today. Acceptable are three number signs in a row (# # #) or "-30-."

Conclusion

Each time you make a significant change to your employee services program, make it standard procedure to write a press release about it and send it to the reporters on your media list and ESM Association. Even if they do not act on your press release, this initiative will keep your company's accomplishments on the minds of key contacts. The next time they are asked to write a story on an innovative company, they just may think of your company and contact you. To view sample press releases written by WebAdvantage.net, visit the Press Release Section of http://www.webadvantage.net/news.cfm?news_category_id=1&a=1. **esm**

© Hollis Thomases at hollis@webadvantage.net. Thomases is a consultant, Internet marketer and public speaker, as well as the president of WebAdvantage.net, a creative online marketing, promotions and public relations firm specializing in building and implementing Internet strategies. To receive free weekly marketing tips delivered by e-mail visit <http://www.webadvantage.net/tip.cfm> or call (410) 297-9495.

The Personal Touch

By Anne Aldridge, CESM

Here is a simple plan for making donating blood fun

With strong marketing efforts and organized event planning, the University of North Carolina at Chapel Hill (UNC) and local chapters of the American Red Cross put on one of the largest employer-sponsored blood drives in the nation. During this event, the UNC Employee Services Department, the Blood Drive Committee and over 200 volunteers work together to collect around 1,000 pints of blood in a one-day period. The event brings employees together and helps the university remain a desired employer in the Chapel Hill area.

Five months prior to the event

- Step 1: Form a committee to create a planning process
- Step 2: Hold a Blood Drive Theme Contest
- Step 3: Develop a logo using the theme
- Step 4: Create posters and T-shirts using the logo
- Step 5: Post details on the web and in the newspaper
- Step 6: Ask restaurants to donate food for the canteen
- Step 7: Search for participant recruiters

Since blood products are in short supply in the summertime, UNC holds the event each July in the Dean E. Smith Student Activities Center. This 300,000-sq.-ft.

arena, home to the UNC Tarheels basketball team, is a festive location that provides ample space for all phases of the donation process.

The Employee Services Department heads a working committee made up of representatives from various areas of the campus who are responsible for different components of the day, such as volunteer management, recruiter management, transportation management, and facility management. In February, this committee and staff from the local American Red Cross begin laying the groundwork for the drive.

Employees enthusiastically submit theme ideas during a theme contest. This generates excitement and interest in the event, and it allows employees to be creative. The 2000 theme was "A HEELing Tradition," which utilizes the UNC Tarheels mascot name and also describes the healing that takes place as a result of UNC blood donations.

Each year, the Employee Services staff develops a logo using the theme and prints it on posters that are distributed all over campus. The logo is also printed on T-shirts, which employees can earn by volunteering or recruiting donors. The theme contest winner is announced in the biweekly employee newspaper and acknowledged on the Blood Drive website. The website includes details about the drive and provides links to several American Red Cross websites for local and national information. It also contains an online submission form that enables donors to register for an appointment via the web.

The UNC canteen, which provides sustenance to those who donate blood, includes far more than the usual cookies and crackers. Months in advance, American Red Cross staff members ask local restaurants to donate food for the canteen. Blood donors are treated to bagels in the morning, and pizza, sandwiches and various other snacks throughout the day of the event.

Since the university is made up of 10,000 employees within 250 individual departments, communication can be a challenge. The website is a great tool for disseminating information, but the success of the drive depends greatly on the care of the recruiters. A strong network of over 150 recruiters are enlisted by the Employee Services Department to get the word out and solicit donors using the personal touch. The Blood Drive has existed at the university for 12 years and although many of these recruiters are veterans, the committee also searches for new recruiters.



A view from the floor reveals the blood donors in action.



The Dean E. Smith Student Activities Center is the location of most UNC Blood Drive activities.

Six weeks prior to the event

- Step 8: Hold Kickoff Orientation Session for recruiters
- Step 9: Begin appointment scheduling period
- Step 10: Send out requests for participation
- Step 11: Begin Blood Drive marketing efforts
- Step 12: Maintain recruiter e-mail listserve

Both veteran and new recruiters are treated to a Kickoff Orientation Session six weeks before the drive. The kickoff takes place in the Alumni Club, where the university provides food and a lively information session. A featured speaker, usually a high-level representative from the university's Administration Office or the American Red Cross, begins the morning with an inspirational speech. Various members of the committee discuss the recruitment process and logistics of the event. The theme contest winners are recognized and receive a mounted print of the Blood Drive poster and a Blood Drive T-shirt containing the prize-winning slogan. Recruiters also learn about the prizes they can win if they earn the most points for signing up the most donors. These prizes, solicited by the American Red Cross and donated by local suppliers, range from an overnight stay at a local inn to restaurant gift certificates. At the end of the event, the importance of participation really hits home when a member of the UNC community shares a story with the group about needing blood. Recruiters leave the kickoff feeling informed, appreciated and inspired to begin recruiting donors.

One of the features that makes the UNC Blood Drive so unusual for its size is that donors schedule appointments. The appointment-scheduling period begins the day of the kickoff event. Donors or recruiters call in on a special phone line, 96B-LOOD, or they submit an online registration form to the Employee Services Office to schedule a time to donate. This system is convenient for the employees and the university because it



After giving blood, employees visit with coworkers in the canteen area.

decreases the amount of time employees spend away from their jobs waiting to donate, and it helps the American Red Cross plan ahead for staffing the event. Appointments are not required, but donors are encouraged to make them because those who do get in and out more quickly. This system allows the Employee Services Department to keep track of the recruiters' points. If a donor follows through on donating blood, the recruiter is awarded points.

During the Blood Drive season, the Employee Services Department distributes three letters to participants. The first letter is sent on the day of the kickoff, announcing the drive to employees who donated blood the year before and asking them to make an appointment for the current year. One week before the drive, the next letter is sent as a reminder to those who have made appointments. The final letter is sent just after the drive, thanking those who donated and announcing the results of the drive.

Around the time of the kickoff, the Chancellor sends a memo to the university's deans, directors and department heads announcing the drive and encouraging employees to participate. Top university administrators receive personalized requests to donate along with T-shirts to help publicize the event.

Marketing efforts soar during the six-week period between the kickoff and the drive. Articles appear in the employee newspaper and departmental newsletters, and signs are posted all over campus. The Employee Services staff continues to give away T-shirts and provide education about the event through presentations at departmental staff meetings and training sessions. The American Red Cross provides press releases to the local newspapers and other media detailing the need for blood and announcing the drive.

E-mail plays an important role in communicating with the recruiters. The recruiter chairperson maintains a very active recruiter e-mail listserve that updates them

on the number of appointments made. The American Red Cross also uses the listserve to give recruiters additional information that they can share with potential donors.

Two weeks prior to the event

Step 13: Send out an e-mail reminder about the event

Step 14: Collect and record appointments

Step 15: Field questions and comments through e-mail

In early July, the Employee Services Department sends an e-mail message to all employees announcing the drive and requesting that employees schedule appointments to donate. Various campus groups also receive e-mail messages requesting their support in promoting the event. The Employee Services Office is a very busy place as donors and recruiters call or submit online forms to make appointments. The office maintains a Blood Drive e-mail address used to answer questions and receive comments about the process.

The day of the event

Step 16: Decorate the event location

Step 17: Prepare the canteen area

Step 18: Drive donors to and from their cars

Step 19: Accommodate media personalities

Step 20: Request feedback from participants

The day of the drive dawns very early for organizers. The Blood Drive Committee decorates the Smith Center with brightly-colored balloons and prepares the canteen area. Volunteers are on hand to drive donors who park near the Smith Center to and from their cars via golf carts. Donors who need transportation can take one of the shuttles provided by the university's Public Safety Department.

The goal is to make the day an exciting experience. In 1999, a local radio station broadcasted from outside the Smith Center. Last year, a member of the UNC Tarheels basketball team visited with the donors and signed autographs for those waiting in the canteen area. Few UNC events include all areas of the university. Employees often remark that the event affords them the opportunity to see old friends from other areas of the campus.

The Employee Services Department continually seeks to evaluate and improve the event. Donors, recruiters and volunteers are asked to provide feedback on all aspects of the process. In previous years, donors complained about waiting for shuttles in the heat after donating blood, so the American Red Cross now provides a tent with coolers of water at the shuttle stop. The tent turned out to be a terrific addition that not only provides a cool place to wait, but it also serves as an advertisement for the event because it bears the American Red Cross symbol.

Making a difference

The university-wide Blood Drive fits into the university's overall goal of being an employer of choice. It also provides an outlet for its employees to reach out and make a difference in the community. After the 2000 Blood Drive, 2,910 people received blood donated by UNC employees. Coming together to achieve this worthwhile goal makes employees feel good about themselves and their work community. The university's commitment to giving blood continues and the program keeps growing.

The Employee Services Department hopes to continue increasing the university's partnership with the American Red Cross. Two years ago, the level of interest prompted the need for an additional Blood Drive held around the December holiday season. The holiday Blood Drive has now become an annual employee event as well.

This is clearly a humanitarian effort, but for the UNC Employee Services Department, it is also an employee program involving strategic planning, volunteer participation and resource management. Visit www.sph.unc.edu/blood to gather ideas from the UNC Blood Drive website. For general information on organizing a blood drive, visit the American Red Cross website at www.redcross.org/services/biomed/blood/organize/ or call 1-800-GIVELIFE. **esm**

Anne Aldridge, CESM, is a program manager in the Employee Services Department at the University of North Carolina at Chapel Hill. She chairs the university-wide Blood Drive Committee. You may contact Aldridge at (919) 962-8829 or aaldriddg@email.unc.edu.

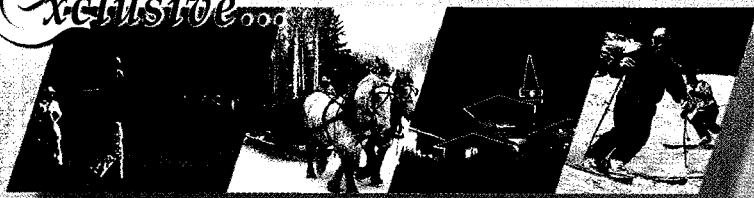
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Haga una diferencia

How to make a difference in today's diverse workforce

By Michael P. Scott

One of the most important factors in ensuring the success of your work/life initiatives is an awareness of the significant trends impacting today's workplace. Of these trends, employee services that deal with workplace diversity are most likely to attract the attention of corporate leaders—and for a good reason. Most major cities have become melting pots of individuals from different racial, ethnic and cultural backgrounds, with the explosive growth in the Hispanic/Latino population standing head and shoulders above the rest.

Diversity in the workplace

According to the U.S. Census Bureau, Washington, DC, the nation's Hispanic/Latino population jumped nearly 60 percent during the last decade, overtaking African-Americans as the leading minority group. This amounts to nearly 35 million individuals who identify themselves as Mexican, Puerto Rican, Cuban, Central American, or of other Hispanic/Latino origin. Their common need is to know that their employer is in tune with their cultural needs, understands their racial struggles and is interested in helping them achieve a balance between their work and ethnic traditions.

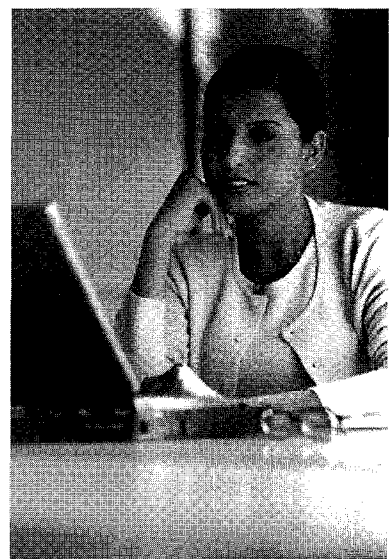
"We have a few initiatives in place to address the needs of our Hispanic/Latino population, but

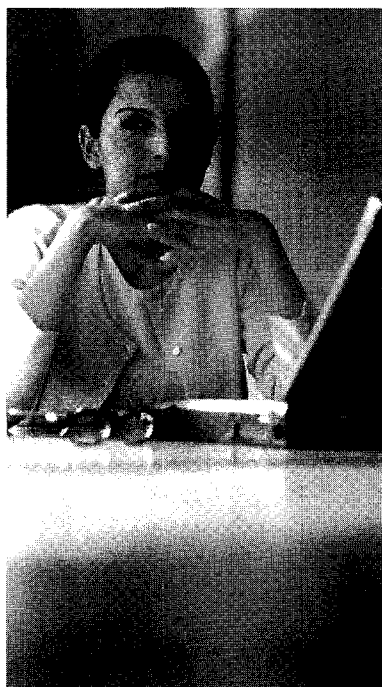
clearly we need to do more," says Juanita Valverde, human resource assistant, Texas Children's Hospital, Houston, TX. Valverde serves as an English/Spanish translator for employees who have questions about their benefits. "We are finding that it can be difficult, at times, to bridge the cultural gap between our employees. It points to a wealth of issues that we will be forced to address in the near future," Valverde says.

Cultural trends

Hispanics/Latinos are a widely diverse group, which includes people of Mexican (64 percent), Central/South American (14 percent), Puerto Rican (11 percent), and Cuban (5 percent) decent, according to the U.S. Census Bureau. Each group has unique

ethnic identities, dialects, histories, immigration/citizenship status, and lives in varied regions of the U.S. Hispanics/Latinos have a





tremendous sense of pride in their history and culture. Acknowledging what is important to these employees can help assimilate them into your workforce.

Special events: When improving existing programs or implementing new ones, keep in mind that family issues are paramount to Hispanic/Latino employees. They share a strong sense of devotion to family, often placing the needs of family above anything and anyone else in their lives. Their families display high levels of togetherness, closeness and adaptability. Close friends and family members of Hispanics/Latinos are encouraged to share in the responsibility of child rearing. In fact, the godparents of Hispanic/Latino children, often referred to as *compadres* or co-parents, help provide discipline and financial support to the family when needed, as well as help reduce the stress of child rearing for the parents. Therefore, as it relates to work/life issues, what may be perceived as important to the general workforce population may hold little weight with this

group. For example, you might discover that the utilization rates of your childcare facility are low among Hispanic/Latino employees because of the importance they place on their extended family in assisting with child rearing. On the other hand, offering tickets to Hispanic/Latino cultural events that are family oriented and promote quality of life outside of work are likely to receive a positive response. "Tickets to our Houston Livestock and Rodeo Show are quite popular among our Hispanic employees," says Phil Hall, CESM, manager, employee services, Compaq Computer Corp., Houston, TX. "It provides our employees with the opportunity to see big-name Hispanic entertainers at a very affordable rate."

Work/life programs: Recent U.S. Census Bureau data indicates that women maintain a quarter of all Hispanic/Latino families, and that the average size of these families is between three and four people. Examine the types of programs you are offering to working women. You might revisit your Employee Assistance Program objectives to ensure that there are counselors available to address the needs of Hispanic/Latino women. Also, consider partnering with organizations like the Hispanic Alliance of Career Enhancement or your local Hispanic Chamber of Commerce, which offer mentorship opportunities to Hispanic/Latino professionals struggling with work/life issues.

Convenience services: If you have a concierge service or resource and referral program in place, make sure you offer options to meet the needs of Hispanic/Latino employees. This may include discounts to select restaurants, grocery stores, sports and cultural events, and other interests of value to the Hispanic/Latino community.

Communication: Evaluate how you are currently communicating your programs and services. For instance, if you have a rather sizable or growing Hispanic/Latino workforce, you may consider developing brochures and materials written in Spanish. "Over the years, we have discovered that communication is a significant issue in our workplace, where Hispanics are well represented," says Ralph Recht, RVESRA, engineer, Daniels Manufacturing Corp., Orlando, FL. "As a result, we have made an effort to enhance communication to our Spanish-speaking population," he says.

Conclusion

It pays to always be on the lookout for new ideas that help unify a diverse workforce. When a company is sensitive to these cultural issues, morale is likely to rise, productivity increases and the bottom line is often positively affected. Those companies that choose to 'haga una diferencia' (make a difference) are likely to be desired employers among the Hispanic/Latino community—the fastest growing population in the U.S. **esm**

Michael P. Scott is a regular columnist for ESM Magazine and the author of the book Catch Your Balance and Run: Proven Life Management Strategies to Assist You in Today's Fast-Paced World. He can be reached at power2u@ix.netcom.com.

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Don't buy into the "ain't it awful" story

Everything you hear is probably true: quarterly profits could be down, market share may be shrinking and turnover could be high. These, and other measurements, are proof that an organization is faltering. For many, this information is confirmation that the sky is falling and they are hoarding hard hats. When employees are running for cover, it's difficult to restart their engines and encourage them to fly.

Lead employees to the understanding that even during the darkest times, many companies do well, and your company intends to be one of them. Your team needs to shift out of doomsday mode and into one of possibilities. When employees say, "We can't do that because of this," your planned response should be, "Well, how CAN we?"

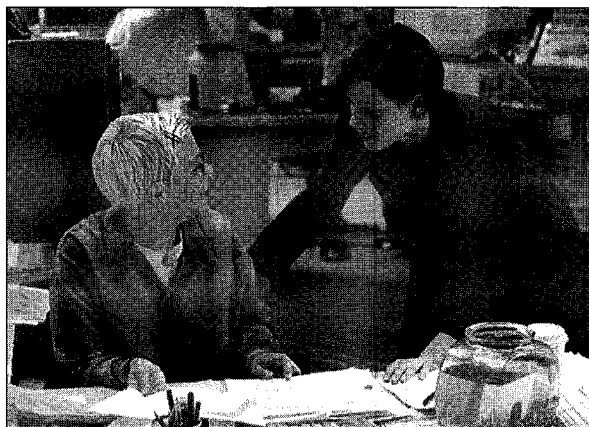
With enough repetition, employees will soon come to understand that results can be achieved in any circumstance. Let them know that you are vetoing a down market or recession because employees need what you have, and you are willing to work harder to get it to them. Employees will mirror your optimism.

Shift the focus to making a difference

Think back to the last time you were depressed. Where was your focus? Of course, it was on you. The same inclination is typical in organizations. When they focus on themselves and petty concerns, the downward spiral is sped up. But, when employees

focus on making a difference in the world, suddenly they feel energized and inspired to accomplish great feats.

During tough times, managers often focus inward. "A 20 percent growth rate" and "A 10 percent return on equity" are facts shared with front line managers. However, this information does not provide employees with the motiva-



tion to change their attitudes. Instead, the vision you share should be focused on making a difference in the world—a rallying cry for being so extraordinary that the world is forever changed.

The vision of "Employee discounts that save employees a considerable amount of money" or "Low-cost employee programs that provide value" are clear examples that an employee services staff can expect to be extraordinary—during good times or bad. You'll discover that the bad times diminish when your vision is focused on making a difference for others.

Appreciate the steps along the way

Frustration runs high when business is not going well. Employees' confidence is shaken. When confidence is low, performance weakens,

thereby feeding into the cycle of lower motivation and performance. It doesn't have to be this way.

Appreciate the little steps along the way during challenging times. Let your employees know that you appreciate not only their work, but also who they are and the efforts they make. Build fun into your appreciation. It's amazing how little, juvenile acts motivate adults and increase productivity. A bell in the middle of a work area that staff members can run to whenever they sign up an employee to participate in a program prompts coworkers to appreciate each other's successes and keeps the workplace lighthearted. Childlike energy drives the extraordinary. Grownups are too serious to accomplish ex-

traordinary feats—they prefer to fit into the status quo. However, fitting in is the kiss of death for a high performance organization.

Good organizations, departments and managers thrive during rough times because they learn to hone their skills like never before. They have discovered that it's the bad times that make them so much better during the good times. When you can keep your team motivated and productive during the most challenging of events, your organization will stand out and your employees will lead your company to greatness. **esm**

Roxanne Emmerich is listed as one of the top 12 speakers for national sales meetings in the country today. She is the author of Thank God it's Monday: How to Build a Motivating Workplace and can be reached at (800) 236-5885 or Roxanne@EmmerichGroup.com.

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By Roxanne Emmerich, CSP, CMC

A leader's biggest challenge

How to motivate employees during tough times

In today's turbulent economic market, even the strongest and most powerful corporate leaders find it challenging to improve their efficiencies. As they require more work from fewer employees, their top priority is having effective motivators who will propel their group to greatness. Unfortunately, many leaders and managers have never seen a tight economy, or at a minimum, have only a faint memory of what to expect. During these times, leadership skills are put to the test because employee motivation becomes more difficult when limited resources are available.

During tough times, employee services professionals must look beyond their program-planning responsibilities and try to understand human psychology. Special events and employee programs are not the "be-all-to-end-all" of employee motivation. In troubled times, some employee services efforts may appear disconcerting. There are four critical elements of leadership that are essential during challenging times. Implement these leadership qualities in your organization to nurture a motivated workforce for years to come.

Lend an ear

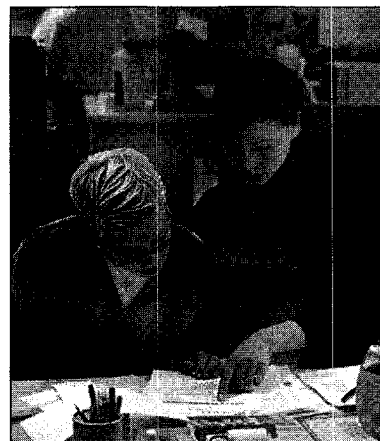
Guilt, fear, paranoia, and other destructive emotions can freeze an employee's performance during tough times. Denial is a natural response to tough times, but many leaders never move beyond this state of mind. The thought of openly discussing feelings in the workplace sends shivers down the spines of most managers, and ignoring those emotions only causes greater challenges.

The funny thing about emotions is that if we do not sense that the other person truly understands our feelings, we tend to remain bitter.

If you don't want to listen to the same complaints over and over, then listen with emotion. If someone's voice is loud and angry, say back in a loud voice, "I feel terrible because I see you're so upset." Then, continue the conversation by dropping your voice slowly to a normal range. Watch the magic as they diffuse because they know you understand them.

To increase motivation and performance, create a forum for people to share their feelings so they can release them and move on. Be willing to take the heat and listen to complaints in a structured forum. Otherwise, your employees are sure to gripe for months when they should be moving on.

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Thank you for sharing DESTINATIONS IN FLORIDA with others in your company or organization. You can use the enclosed discount order form to acquire additional copies for distribution. If we can be of further assistance, please don't hesitate to give us a call at (630) 368-1280.

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Patrick Stinson
Publisher

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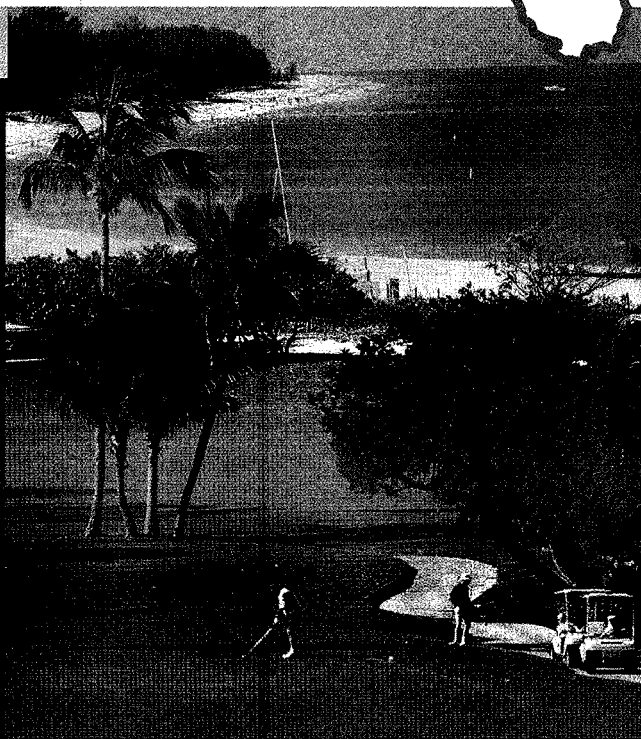
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Destinations in Florida published July 2001, as a supplement to *Employee Services Management* by Employee Services Management Association, 2211 York Road, Suite 207, Oak Brook, IL 60521. 630-368-1280.

Statewide Travel Tips

Experience Florida Golf

Florida has been described as a long fairway surrounded by sand and water. The state is blessed with some of the top-rated courses in the country, along with resorts that are renowned the world over. Golf is such a central part of the Florida lifestyle that it's sometimes easy to forget just how many good places there are to pursue the royal and ancient game here. The PGA Tour comes calling every spring, and it's possible to duplicate the professionals' swing through the state, staying and playing at the likes of Miami's Doral Golf Resort & Spa, Orlando's Bay Hill Lodge or the Tournament Players Club at Sawgrass. The LPGA and the Senior Tour also play multiple events in the Sunshine State, from Palm Beach to Naples to Tampa. Florida not only has fine golf resorts in every corner of the state, but some of the best of the new "daily fee" courses in the country. Click on www.flausa.com/activities/golf to learn more about over 1,000 courses in the state.



Visit Florida

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easy for all birders — both casual and expert,

local and tourist- to find new and productive birding sites throughout our state. Trail literature detail what species to expect at each site and what kind of an experience each offers: a quick stop versus an all day hike, or a driving loop versus a foot-access only property. Birders exploring the East Florida Trail can pick up a commemorative trail map at area nature centers, state parks, tourist development councils, or at one of the gateways — Ft. Clinch State Park, Merritt Island National Wildlife Refuge, and Tenoroc Fish Management Area. Gateway sites also offer information about regional bird watching programs and events. Visit www.floridabirdingtrail.com for more information, including an online bird watching basics guide.

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To enroll your organization in Alamo's Membership Program and to order membership I.D. cards, simply detach this form and send it to: Alamo® Rent-A-Car, L.L.C. C/O: Jagged Peak, 12200 34th Street North, Suite C, Clearwater, FL 33762-5608, or fax it to 1-800-749-4998.

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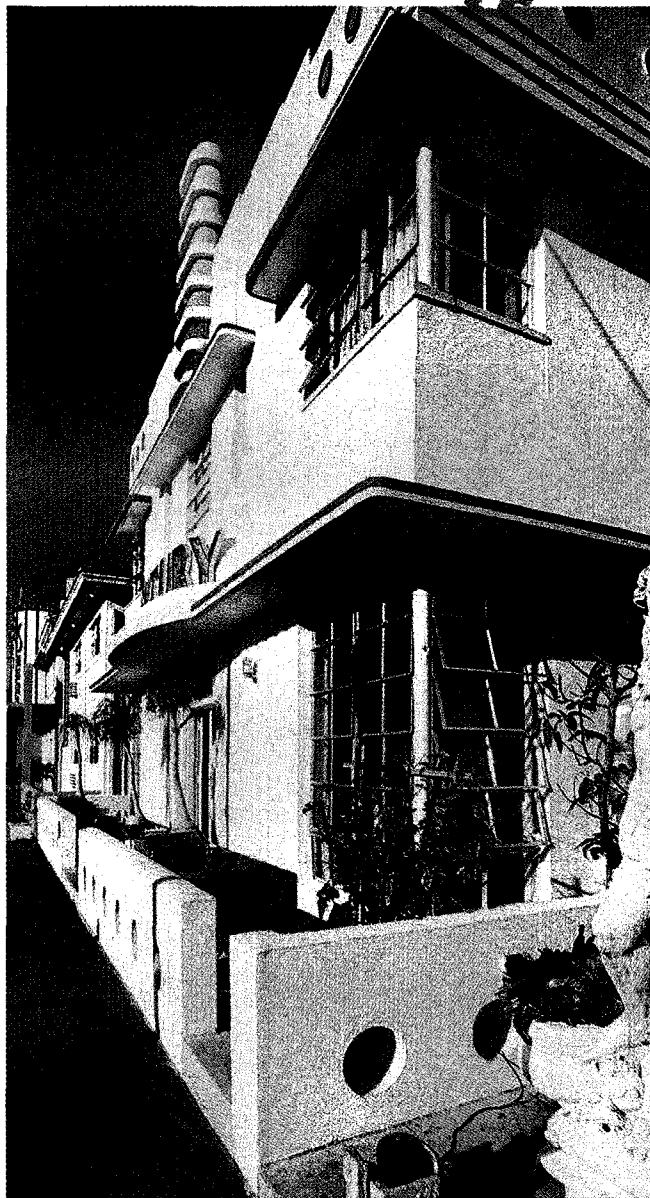
1-800-354-2322
alamo.com

Statewide Travel Tips

New Florida Website Offers Discounts, Sweepstakes, Destinations, etc.

VISIT FLORIDA, the not-for-profit corporation that markets Florida tourism, has a freshly redesigned consumer web site. The web site, www.flausa.com, facilitates quicker speed and easier navigation. In addition, the site will presents even more Florida destinations and allows visitors to register for contests and sweepstakes. Monthly editorial features give online viewers the opportunity to sample several three-day itineraries in one of Florida's eight vacation regions. New regions are featured monthly, with updates scheduled for the middle of each month. Site visitors are able to read tips for stress-free visits to theme parks across the state and check out a guide to great places to stay on Florida's beaches.

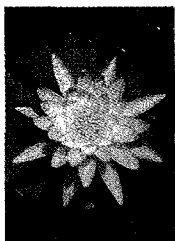
VISIT FLORIDA also offers consumers yet another starting point for vacation planning this year with a new series of special interest brochures. Underwater Treasures, one of four brochures issued this May, features fresh and saltwater diving, snorkeling, dive shops, wrecks and natural and artificial reefs. In addition, Going with the Flow highlights freshwater guides and outfitters, canoeing, kayaking, swimming and tubing. Just the Two of Us offers affordable, romantic destinations, moonlight cruises, riverboats, bed & breakfasts and romantic dining. Botanical Wonders outlines gardens, nature centers and preserves. The brochures are fold-out maps that include each of the eight vacation regions. They will be distributed at all five Official Florida Welcome Centers. You can request these brochures by calling 888-7-FLAUSA.



Art Deco South Beach

Visit Florida

Explore Florida's Treasures in "Undiscovered Florida"



Looking for different kinds of travel experiences in Florida? Check out the experiences and destina-

tions you'll find in the latest edition of "Undiscovered Florida". There's flora, fauna and festivals, crystal clear springs and world-class museums, lighthouses, legacies and a lifetime of

memories. Every region of Florida has its own collection of special treasures. For your free copy, call 888-7-FLA or visit www.flausa.com to expand your exploration horizons.



Visit Florida

New Tours Trace Florida's Historic Highways

Packing the family in the car and heading for Florida predated the Interstate Highway System by half-a-century. Before there were freeways and expressways, two-lane roads, such as U.S. 27, U.S. 17, U.S. 90, U.S. 1 and State Road A1A funneled millions of vacationers into and throughout the Sunshine State. Now, modern motorists are being invited to rediscover these scenic byways in a newly expanded set of driving tours published by VISIT FLORIDA, Florida's official tourism marketing organization. There are a total of 10 scenic back road self-driving tours in the new 'Worth the Drive' booklet. They cover various parts of the state and all of them feature the historic tourist trails largely forgotten since the coming of the multi-lane expressways. Visitors traveling them will experience rustic small towns, fascinating heritage sites and a slower, gentler pace of life that many thought had long disappeared from this country.

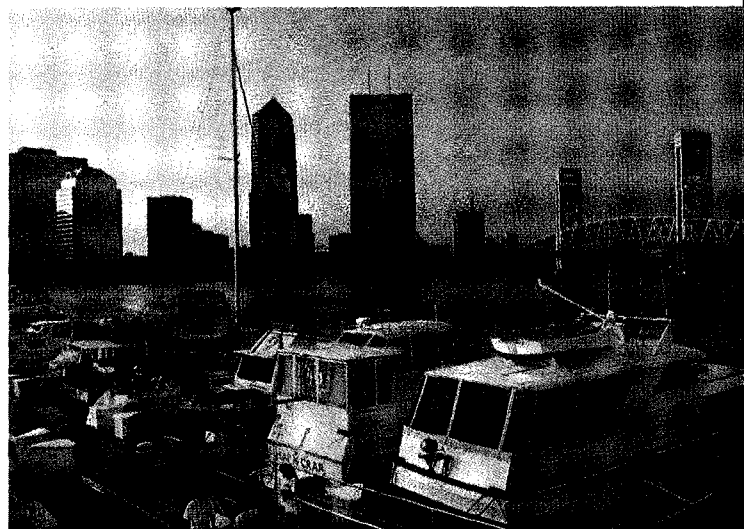
All of the tours feature day-by-day itineraries complete with maps, detailed directions and all the points of interest to be found along the way. The 83-page "Worth the Drive" booklet is free and available at five Official Florida Welcome Centers. Copies are also available through the www.flausa.com web site, or by calling 1-888-7-FLA USA.

PLAY FLA GOLF- Official Florida Golf Guide

You'll find everything you need to know about golf in Florida in the 2001 edition of PLAY FLA GOLF. The Florida Sports Foundation publication features over 1,200 golf courses located throughout the state. From the panhandle region to Key West, Florida offers more opportunities to enjoy the game than anywhere else in the world. To obtain your free copy, call 877-PLAY FLA.



Visit Florida



Regional Travel Tips

Greater Miami

Savor a Culinary Hot Spot

When chefs across America began scratching their heads and asking, "What is yucca?" Greater Miami had already been dishing it out in savory platefuls for years. One of the world's culinary hot spots, Greater Miami is the birthplace of some of the most innovative cuisine to come out of the U.S. A blend of classic European techniques, the freshest of native ingredients, and a dash of Caribbean and Latin gusto, Miami's New World cuisine is high in flavor and low in fat, and owes a great deal to the tropical know-how of local Native Indians and the African heritage of West Indian slaves. With Greater Miami, of course, serving as the heat that simmers all these rich flavors together.

Along with fresh seafood—snapper, grouper, lobster, stone crabs, shrimp, conch—most of the staples used in Miami cuisine are exotic fruits, vegetables and spices that are grown locally—citrus, yucca (a starchy tuber also called cassava), mango, hearts of palm, avocado, guava, papaya, coconut, banana, cilantro, ginger, garlic, coriander, and scotch bonnet peppers. Beef, either raised in Florida or flown in from Argentina, is usually marinated and cooked on a wood-burning grill. For more information contact Greater Miami Convention & Visitors Bureau at 800-283-2707; www.tropicoolmi-ami.com.



Tallahassee

Experience Native Wildlife at Outdoor Museum

The Tallahassee Museum of History & Natural Science features a 52-acre outdoor museum located on a chain of lakes. Experience a natural habitat zoo, which is home to Florida's native wildlife, historic buildings,

nature trail, 1880s farmstead, hands-on discovery center, annual special events, guest animal exhibit, educational programs, and more. For more information, call 850-575-8684; www.tallahassee-museum.org

Orlando

FlexTicket: Unlimited Access to Adventure

The Orlando FlexTicket gives you the flexibility to visit Orlando's most popular attractions when and how you choose—all at a price that adds tremendous value to your vacation. The 4-park Orlando FlexTicket provides you unlimited admission to Universal Studios, Sea World® Orlando, Wet 'n Wild®

Orlando, and Universal's Islands of Adventure. Or add Busch Gardens® Tampa Bay and enjoy five parks. Ticket holders have fourteen consecutive days to enjoy Orlando's participating parks. The tickets are available at the theme parks and select guest services locations. For information call 800-224-3838.

Pensacola

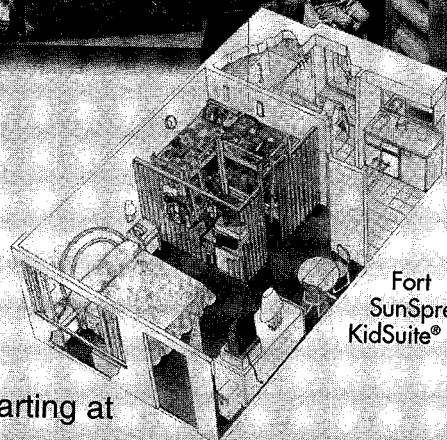
Visit One of the World's Largest Aviation Museums

Be sure to visit the National Museum of Naval Aviation—one of the largest aviation museums in the world. See more than 170 aircraft on display, walk through the past in the Hometown USA exhibit, take a thrilling ride in the flight simulator, and save some time to see the incredible IMAX film. Museum admission free. For information: 800-327-5002; www.naval-air.org.

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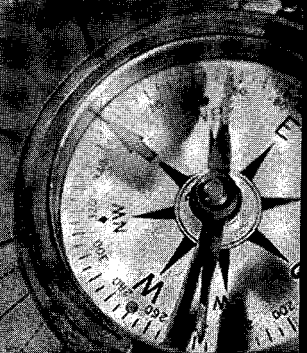
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Regional Travel Tips



Winter Park

Quaint Setting for Fine Arts

Orlando visitors may want to drive a short distance north to see the quaint town of

Winter Park. Settlers first came to the spot in the 1850s and by the 1880s the area was already a popular winter home for wealthy Northerners. Rollins College, established in 1885, houses the Cornell Fine Arts Museum (407-646-2526), which displays work from the early Renaissance through the late twentieth century. Travel guru Arthur Frommer has called the Cornell Museum "one of America's top-ten free attractions." Across the street from the Rollins campus is the Albin Polasek Museum and Sculpture Gardens (407-647-6294). Albin Polasek was a world-renowned sculptor and painter from the first half of the 1900s. This Czech artist's former house and surrounding gardens now display many of his most famous works, such as "Man Carving His Own Destiny."

Orlando

Look What's New at Disney

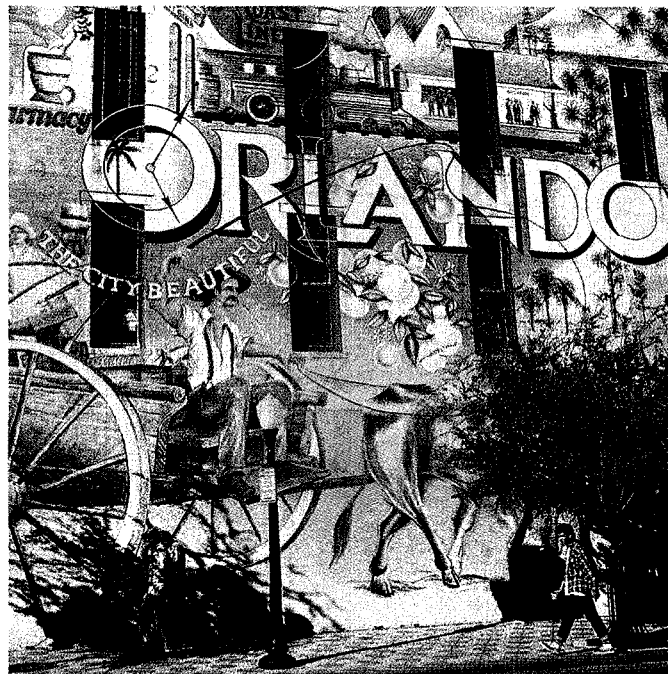
At the Magic Kingdom, The Magic Carpets of Aladdin will take guests on a magic carpet ride in the Adventureland area of the park this summer. Four-passenger "carpets" circle around a giant Genie's bottle, moving up and down and pitching forward or backward at the "command" of riders while whimsical, water-spewing camels "spit" at guests.

Chester & Hester's Din-Rama! is a whole new mini-land of zany fun planned for DinoLand, USA at Disney's Animal Kingdom. This expansion includes a family coaster ride, a spinning dinosaur ride and a midway of six to seven brightly colored arcade games. New this year, the Triceratop Spin takes guests on an up-down-and-around ride in four guest vehicles that move around a giant spinning top toy that opens to reveal a dinosaur. Coming in 2002 is Primeval Whirl, which uses roller-coaster technology to create rider-controlled spinning "time machines" that transport riders through curves, short drops and the jaws of a dinosaur skeleton. For information: 407-824-4321.

Orlando

Refurbished Museum Recognizes African American History

Downtown Orlando is home to the Wells'built Museum of African American History and Culture. Prior to the Civil Rights laws of the 1960's, African Americans who spent the night in downtown Orlando had to stay at the Wells'built. Now a refurbished museum, the guest list of this bygone hotel is impressive. It includes the former Supreme Court Justice Thurgood Marshall, baseball great Roy Campanella, and popular entertainers such as Ella Fitzgerald, Cab Calloway, Ray Charles, and B.B. King. For information call: 407-245-7535.



Visit Florida

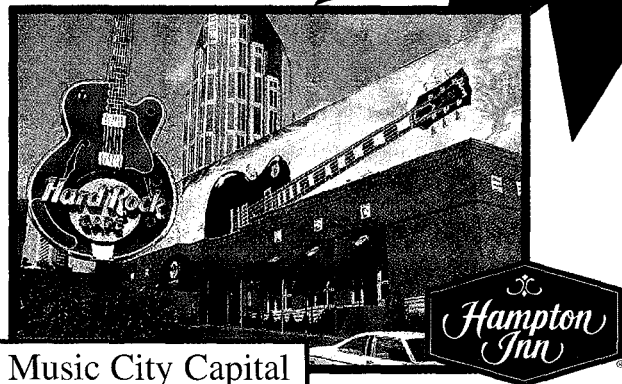
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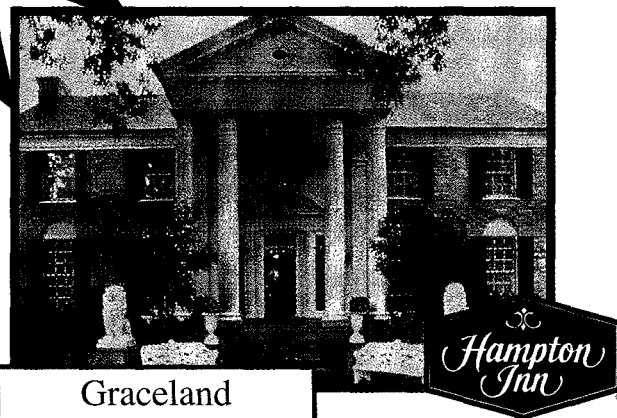
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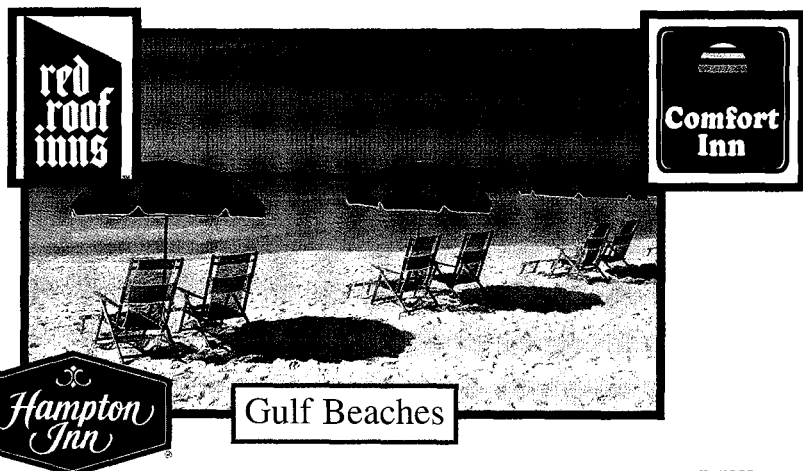
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Regional Travel Tips

Miami Beach

Catch the Bass

With its reopening this year, the enlarged Bass Museum of Art once again anchors Miami Beach's historic district. One of its most notable new exhibits offers a retrospective of the city — The Making of Miami Beach, 1933-1942. The architecture of Lawrence Murray Dixon celebrates the cool, colorful visionary who turned this balmy beach town into an art deco Mecca. For more information call: 305-673-7530.

Tallahassee

Museum Celebrates Affiliation with Smithsonian

Mary Brogan Museum of Art and Science celebrated its new name this spring with a dedication ceremony. The museum also announced an affiliation agreement with the Smithsonian Institution that will make 142 million artifacts and specimens from the Smithsonian available for study and display in Tallahassee. The affiliation agreement will embrace both the art and science communities. For information call: 850-671-5001.

Fort Lauderdale

Save \$\$ With Superior Small Lodging Directory

The Greater Fort Lauderdale Superior Small Lodging Directory is hot off the press. More than 96 properties are listed. Visitors can call 800-22-SUNNY or log on to www.sunny.org for a free copy. Scuba enthusiasts will also be interested in "The Wrecks and Reefs of Greater Fort Lauderdale, a colorful, new 20-minute scuba diving video dedicated to diving in Greater Fort Lauderdale. It's available free by calling 800-222-SUNNY or by logging on to www.sunny.org.

Tampa

New MOSI Exhibitions Announced

The Museum of Science & Industry (MOSI) in Tampa has three major exhibitions that show how science can happen in your own backyard. MetLife Foundation's "The Amazing You" explores the human body; "Our Place on the Planet" focuses on environmental factors of the state; and "Our Place in the Universe" introduces guests to space, flight and beyond. In addition, the IMAX Dome Theatre at MOSI features two new films. "Ocean Oasis" is a closer look at the enchanted life of Sierra San Pedro Martir and the desert shores of the Baja California peninsula. Visitors also can experience the film "Journey into Amazing Caves" in which a film crew shadows scientists through unexplored chambers. For information, call 800-995-MOSI or visit www.mosi.org.

Christmas

Enjoy Historic Christmas

Every December, hundreds of people bring their holiday cards and gifts to the post of this tiny rural town for the postmark. The town, located about 30 miles east of Orlando, was originally Fort Christmas. Built on December 25, 1837, it was one of series of forts constructed during the Seminole Indian Wars. Fort Christmas Historic Park (407-568-4149) has a replica of the fort, as well as a small pioneer village. Visitors who want a taste of nature should take the time to visit the Lone Cabbage Fish Camp. The camp features a restaurant that serves alligator tail as well as other local favorites. It offers airboat rides that wind through the swamps surrounding the St. John's River — a close-up encounter with a wild alligator or two is almost guaranteed. For information call: 321-632-4199.





Sanibel

See Birds and Wildlife at Darling National Wildlife Refuge

The J. N. "Ding" Darling National Wildlife Refuge consists of over 6,300 acres of mangrove forest, cord grass marches, and West Indian hardwood hammocks. Approximately 2,800 acres of the refuge are federally designated as Wilderness Area. The refuge was created to safeguard and enhance the pristine wildlife habitat of Sanibel Island, to protect endangered and threatened species, and to provide feeding, nesting and roosting areas for migratory birds. Today, the J. N. "Ding" Darling National Wildlife Refuge provides important habitat to over 170 species of birds. For more information call 941-472-1100 or visit fws.gov/index.html.

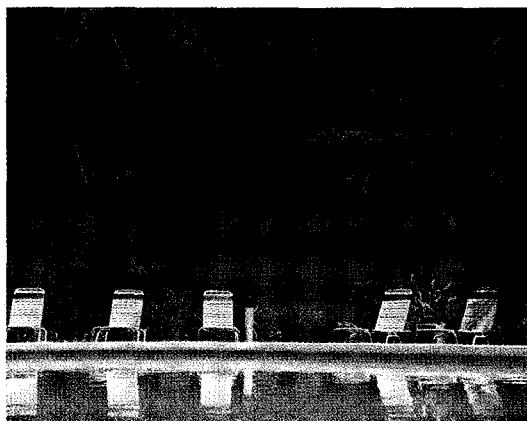
Naples

See Swamp Buggy Races at Florida Sports Park

Florida Sports Park is the home of the 50-year old Swamp Buggy races held every March, May and October. Known as swamp buggies, woods buggies, and hunting buggies, these vehicles are used for everything from Sunday afternoon outings to hunting expeditions into the Everglades. The drivers now

race for cash prizes. Thousands pack the grandstands to see in person the most colorful show in racing. For a schedule of upcoming races and activities, call 800-897-2701 or click on www.swampbuggy.com.

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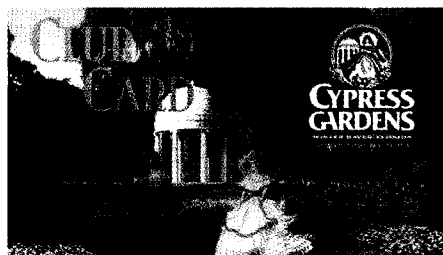
*Discount varies by location and time of year. Cannot be used in conjunction with other discounts. Not applicable to groups. Blackout dates may apply.

Regional Travel Tips

Tampa

Rhino Rally Opens at Busch Gardens

Busch Gardens Tampa Bay redefined "real" adventure this year with the opening of Rhino Rally, an off-road safari river adventure through the wilds of Africa. Rhino Rally blends up-close animal encounters with an unpredictable off-road safari competition that ends with a raging river thrill ride. As visitors trek across the 16-acre attraction's hazardous off-limits region, the scene suddenly shifts from splashing through a riverbed to facing a terrifying flash flood. Clinging to the edges of a washed-out pontoon bridge section, the vehicles and crews spiral down a turbulent river. For more information call 800-372-1797.



Winter Haven

Lasting Memories at Cypress Gardens

Cypress Gardens enters the new millennium celebrating its 65th anniversary with traditional grace and grandeur. The charm of the old South comes alive with new highlights for 2001. The lineup features The FloraDome, a covered botanical exhibit that changes seasonally, an enhanced concert series, 2001 Ski Odyssey show, Gator Gulch alligator habitat and Moscow on Ice presents Skate the States ice show. The everyday loveliness of the original gardens and the elegance of a serene lake cruise aboard the Southern Breeze* paddle wheel boat brings guests back year after year. See over 1,000 free-flying butterflies in Wings of Wonder®, the Butterfly Conservatory or laugh at the antics of the lorries and lorikeets in the "Birdwalk" aviary delighting guests of all ages. Cypress Garden "ClubCard" holders are entitled to discounts for up to six persons. Call 800-202-2123 for more information.

Tampa

Bay Area Summer Vacation Packages

The Tampa Bay Convention & Visitors Bureau has teamed up with thirty hotels and more than 10 attractions to offer affordable pricing and exciting, new attractions in convenient vacation packages. The Culture Craver, Animal Lover and Kidstuff Getaway packages can be booked online at www.visitfloridabay.com or by calling 800-36-TAMPA. Visitors can also pick and choose from the participating attractions, museums, tours and hotel properties to custom build their own package. Participating attractions include Canoe Escape, Duck Tours of Tampa Bay, The Florida Aquarium, Florida Holocaust Museum, Florida International Museum, Henry B. Plant Museum, Museum of Science & Industry, Salvador Dali Museum, Tampa Museum of Art, Wildlife on Easy Street and the Ybor City State Museum.

Lake County

New Lake County Loop Tours Brochure Available

Lake County Convention & Visitors Bureau has updated its Loop Tours brochure, which includes 10 self-guided driving tours throughout the county to highlight its historic communities, unique attractions and picturesque countryside. The driving tours range in length from 1.5 miles to 29 miles. The central Florida loop tours include: Lake Griffin State Recreation Area, Dora Canal, Alexander Springs Recreation Area and Fiddlers Green Ranch. For a free Lake County vacation guide and Loop Tours brochure, call 800-798-1071 or visit www.lake-countyfl.com.



Cape Canaveral

New Mars Mission Show at Kennedy Space Center

Mad Mission to Mars 2025 is the Kennedy Space Center Visitor's Complex newest live stage show.

Guests are able to visit

Mars without leaving Earth. The Mars-focused show, which opened this spring, magically transforms Visitor Complex guests into "astronaut trainees" who are virtually transported to the Red Planet. For information, call 321-449-4444 or visit www.KennedySpaceCenter.com

Tampa

Wellness Stressed at New Saddlebrook Center

Alleviating stress is the focus of a new wellness program being offered at Tampa's Saddlebrook Resort, a 450-acre complex that offers an Executive Challenge Course and Wellness Center in addition to more traditional amenities like a golf school and tennis center. Saddlebrook's Executive Challenge Course was created on five acres of woodlands and designed to be one of the premier courses in the country. Activities using ropes, logs, tree stumps and ladders are geared to improve teamwork, leadership and problem-solving skills. The new Wellness Center at Saddlebrook works in conjunction with the challenge course in order to help companies address and overcome stress and leadership-related problems. The center's stress-management and peak performance programs range from 20-minute mini-sessions to two-day seminars. For information: 800-729-8383.

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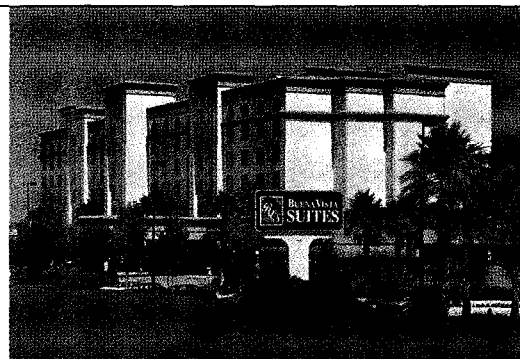
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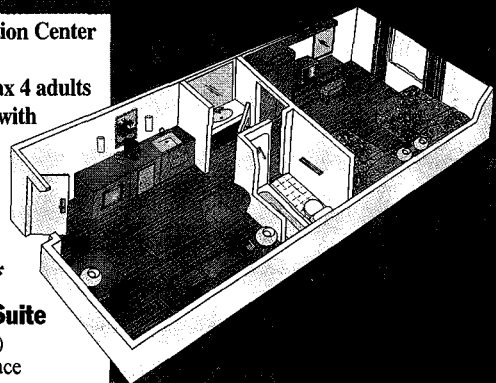
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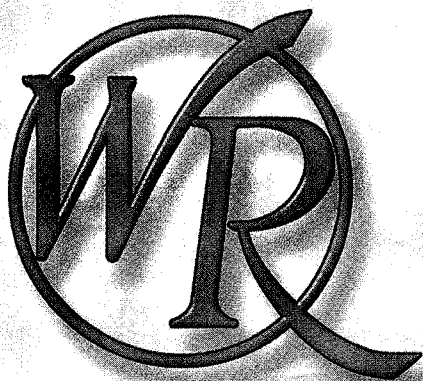
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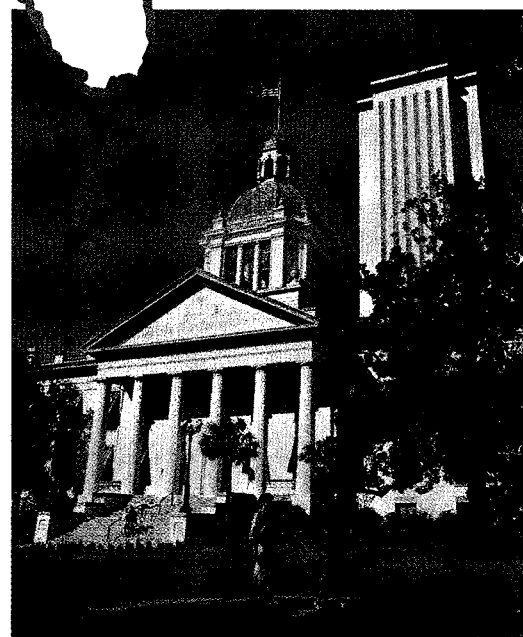
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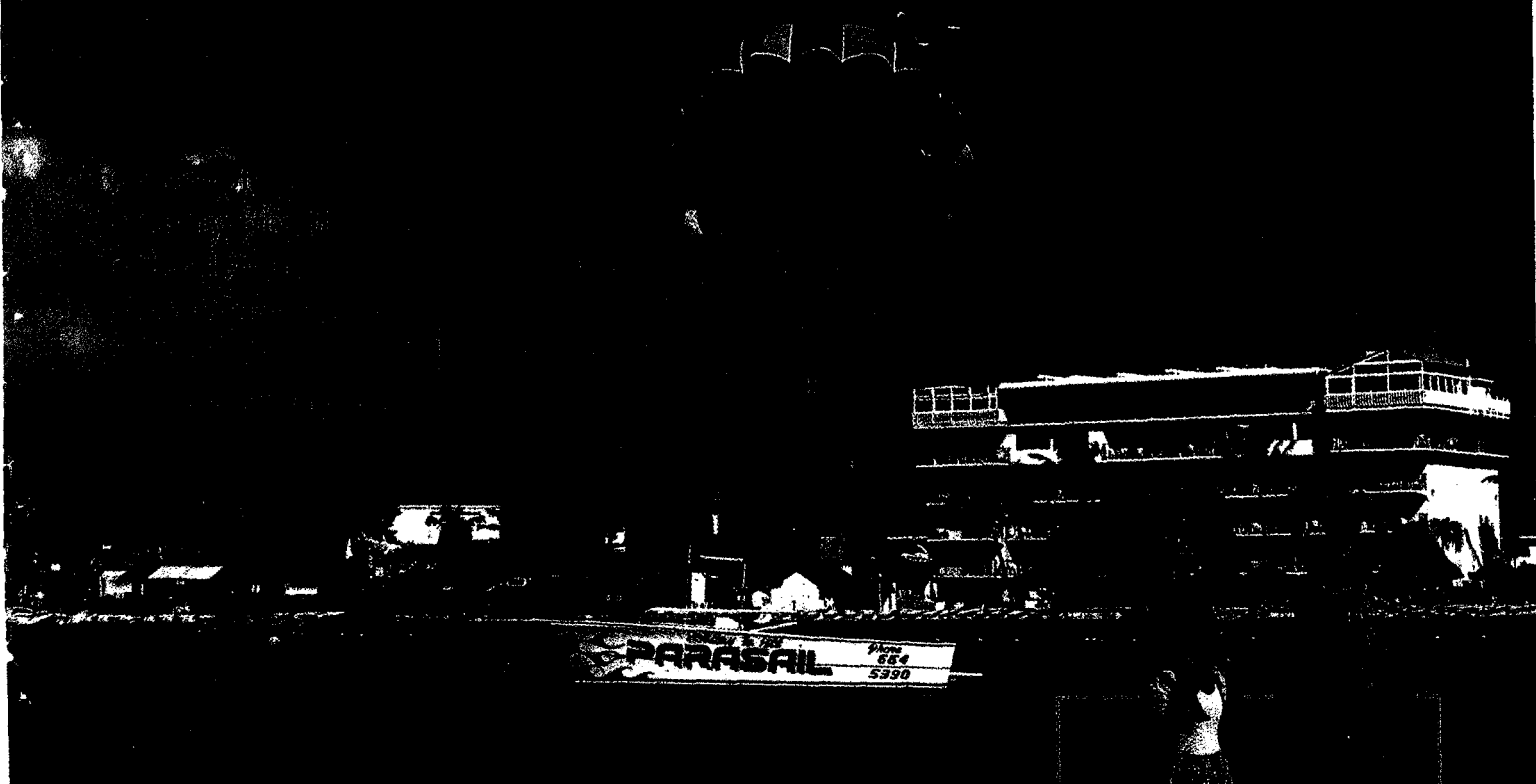
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magazine

August 2001

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Starbucks Coffee Co.'s
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global strategist

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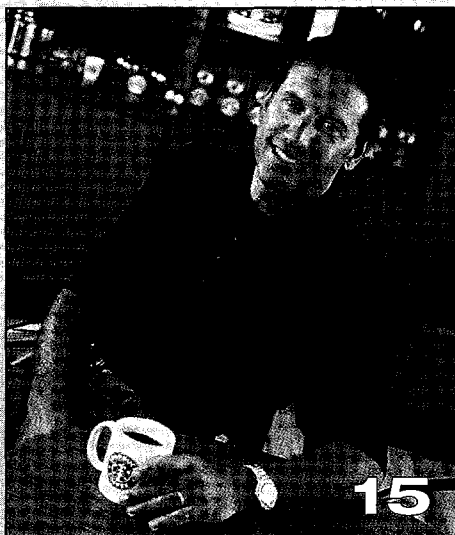
August 2001

A Supplement to the August 2001 Employee Services Management

EMPLOYEE STORE MANAGEMENT



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Features

S1 Employee Store Management

Employee Store Management is a special *ESM Magazine* insert that provides tips for employee store managers and their staff.

15 Cover story: ESM Association's Employer of the Year

Meet ESM Association's 2001 Employer of the Year Howard Schultz, chairman and chief global strategist, Starbucks Coffee Co., Seattle, WA.

20 In the spotlight

ESM Magazine highlights Litton Laser Systems, a Best Practices Case Study from ESM Association's 60th Annual Conference & Exhibit, which took place earlier this year in New Orleans.

22 Obtaining buy-in

Learn how to convince upper management of the need for increased volunteerism within your organization.



Planning next year's budget

A look at this month's article topics from a budget-planning perspective

Why is it that all those great ideas for improving work processes seem to escape our minds when it comes time to sit down and plan next year's budget? Although you probably tossed around in your head a few improvements necessary for 2002, it is likely you failed to perform the research needed to help you decide if a new concept is right for your program. For those of you scrambling to complete proposals for next year's budget, *ESM Magazine* has saved you some time by identifying which articles will help you plan ahead:

- **"Coffee with ESM Association's Employer of the Year."** When examining the big picture, it's best to start by benchmarking with other companies. Turn to page 15 to meet Howard Schultz, Starbucks Coffee Co.'s chairman and chief global strategist, and ESM Association's 2001 Employer of the Year. His interview with *ESM Magazine* provides a look into the mindset of a leader who believes in his company's employee services. When presenting new ideas to management, include a copy of this article in your budget proposal as proof that employee services help shape corporate culture. Schultz's viewpoint could inspire management to approve a proposal for new budget items.

- **"In the Spotlight."** If you're looking for more benchmarking opportunities, turn to page 20 for a member profile of Litton Laser Systems, Apopka, FL. Find out how this small company implemented volunteer committees to increase the amount of services offered.

- **"Wellness Calendar."** "The 10 Components," on page 5, provides a year's worth of event theme concepts for improving your wellness program. Consider adding these themes to your wellness event calendar.

- **"Is Outsourcing the Way to Go?"** If a small staff or lack of time is keeping you from offering the programs your employees need, you may consider outsourcing some of your services. "The Bottom Line," on page 9, will help you decide if outsourcing is right for your organization.

- **"Tech Tactics for Meeting Planners."** Many of you plan seminars that include speaker presentations and, as you've probably witnessed, today's technology-savvy presenters prefer to use high-quality projectors to display PowerPoint presentations. Turn to page 11 for "Taming Technology" to learn how to avoid unnecessary expenses by ordering the correct equipment and implementing a backup plan that ensures a successful presentation.

It's never too early, or too late for that matter, to evaluate the success of your programs and document ideas for the future. While reading these articles, jot down the concepts you'd like to apply to your employee services program. Then, take the time to further investigate if they could, in fact, improve the way you deliver services. For more information on these topics and more, contact ESM Association's Member Services Department at (630) 368-1280 or visit www.esmassn.org.

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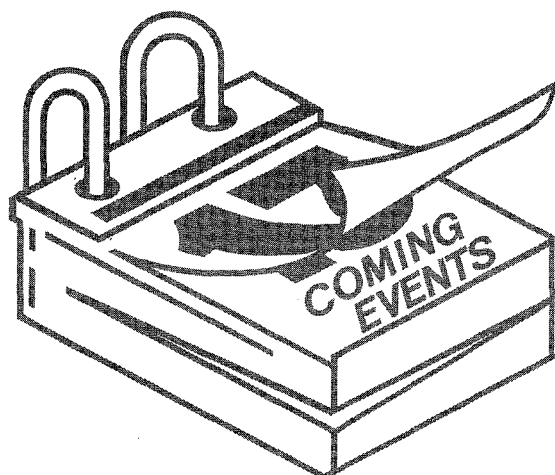
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Wellness

By Christina Samycia, MS, CPT

Wellness calendar

Make it a goal to encourage healthy living throughout the year

We all know that health promotion programs benefit the workplace by reducing healthcare costs and lowering absenteeism. But, offering one wellness initiative per year is not enough to make a noticeable impact on health issues. To create a successful health promotion program, you must plan several activities that keep wellness on the minds of employees throughout the year. In November or December of this year, plan to motivate employees to think about next year's wellness activities. Present them with a schedule of wellness events and offer them an incentive to participate. Here are 12 creative wellness program ideas to implement at your organization and an incentive idea that will keep them coming back for more.

2002 Incentive Idea: A New Year, A New Me

Develop a point system and award points to employees for participating in wellness activities such as seminars, health fairs, screenings, etc. Allow participants to choose from a variety of health activities. When employees sign up to participate, provide them with a wellness journal to log their daily healthy activities. Give them

one point for each goal met and award prizes to those who score three points per day. Plan to run the program throughout the year to encourage healthy habits.

January: Wellness Jubilee

Introduce the annual wellness program by scheduling a variety of activities throughout January that get employees involved and motivate them to be healthy. Devote

each week to a different topic such as stress management breaks, exercise classes, cooking demonstrations, support groups, etc.

February: How Sweet It Is

During lunchtime, offer samples of low-sugar, low-fat desserts. Hold a taste-testing contest where participants taste a low-fat dessert and a fattening dessert to see if they can taste the difference. Give

The 10 Components

out food samples to take home as well as information regarding healthy eating.

Celebrate St. Patty's Day With Us!

March: Shamrock Shuffle

On St. Patrick's Day, sponsor a relay race. Give participants extra points for wearing green. Purchase T-shirts and other promotional items to award participants.

April: April Fool's Day

Use an April Fool's Day theme to promote humor as a stress reliever. Provide a seminar on humor or invite employees to view humorous video clips during work breaks. Have volunteers dress up as clowns and give away humorous books, posters, notepads, etc. Create a "Humor in the Workplace" contest. Post comics, jokes and quotations on bulletin boards and ask employees to vote on the funniest entry.



May: Around the World in 60 Days

Use a travel theme to recognize employees who exercise at the company's onsite fitness center. Have participants earn 'miles' instead of points for each workout by posting a large map in the fitness center and asking participants to submit weekly logs to a staff member who moves flags across the map to document each employee's progress. Offer small prizes at certain milestones and

bigger prizes at completion. Exercise sessions should be a minimum of 20 minutes to qualify.

June: Fry Now, Pay Later

Provide a discussion on sun safety and skin cancer. Invite a dermatologist to provide free skin cancer screenings during the event. Hand out samples of sunscreen to attendees.



July: Have Fun in the Sun

Present information on different wellness activities available in the summertime such as nature walks, rock climbing, water sports, training for a 5K run, etc. Include pamphlets detailing the locations of where employees can participate in these activities. Also, arrange for a park ranger and lifeguard to speak on summer sports safety.

August: Wellness Jeopardy

Hold a contest in which participants break up into teams to compete in Wellness Jeopardy. Ask a variety of wellness-related questions. The team that scores the most points wins the grand prize. Give away a smaller item to everyone who participates.

September: Vegging Out

Hold a recipe contest where employees prepare a variety of meals that add fruits and vegetables to their diets. Encourage employees to make enough food for others to sample. Ask managers to act as judges and vote on the best dish. Then, compile a book of all the recipes.

October: Costumed Fun Walk/Run

Around Halloween, or on Halloween, sponsor a costumed fun walk/run. The person with the most original costume wins the prize—not necessarily the one who is the fastest. This is a great event because beginners can compete with seasoned participants.

November: Don't Get Stuffed

During the holiday season, host a nutrition seminar and include a cooking demonstration of healthy holiday entrees. Or, choose to host a healthy holiday party featuring "mocktails" (non-alcoholic beverages), healthy holiday Hors D'oeuvres and low-fat desserts.



December: Making Spirits Bright

The holiday season can be stressful and overwhelming to employees planning to entertain family members and friends at home. At the same time, it can be a disheartening and lonely time of year for those employees without loved ones nearby. To help employees cope, set up e-mail listserves pertaining to each issue and ask employees to sign up to receive them via the company website. For stressed employees, send out weekly messages offering tips on party planning, holiday meal preparation, gift giving, and more. For the disheartened, promote the Employee Assistance Program as a holiday support system. Host a group discussion on "holiday blues" that gives employees the opportunity to vent their frustrations about this time of year. Give out points to those employees

who participate and invite a Wellness Santa to lift their spirits and pass out gifts based on points earned.

Conclusion

When planning your wellness calendar, remember to keep your program ideas simple and fun for employees of all fitness levels. By planning low-cost programs like the ones above, you can afford to

fit more wellness activities into your annual budget. With a variety of options available, more employees are likely to use your programs to help them live healthier lives. As their health improves, you should notice a decrease in absenteeism and healthcare costs. Proof of these numbers should be all that management needs to support the continuation of your wellness initiatives. **esm**

Christina Samycia, MS, CPT, is owner and founder of Wellness Innovations, Schaumburg, IL, a company providing wellness services for individuals, corporations and organizations. She also spoke at ESM Association's 59th Annual Conference & Exhibit. Samycia can be reached at (847) 338-9571, wellinovat@aol.com or www.wellnessinnovations.net.

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By Pamela Harper

Is outsourcing the way to go?

Use this checklist to make your next outsourcing endeavor a success

In today's turbulent economic climate, employee services providers are looking for strategies that improve their programs without dramatically increasing their budgets. One approach that has grown in popularity is outsourcing—the strategy of hiring an outside supplier to administer an employee service rather than managing it in house. Nowadays, employee services providers are outsourcing everything from staffing the onsite fitness center to managing the company's work/life resource and referral service. The outsource arrangement frees them from the day-to-day responsibilities of managing the service, allowing them to accomplish a variety of business objectives while controlling costs and providing employees with the programs they need.

A successful outsource arrangement begins with thinking through the process before making the transition. Use the following checklist to determine if outsourcing is the ideal method for delivering a particular employee service.

☒ Your assumptions about work processes are on target

Some employee services providers assume they can delegate an employee service to an outsource company and experience a smooth transition. In reality, your department's workflow may change after deciding to outsource. Once an employee service is outsourced, current employees take on the role of liaison and perform their jobs



differently. Your organization may or may not have the competencies and resources to make this shift. Take the time to research the process involved in outsourcing the service. Ask the outsource firm what they require from your department. Use this information to determine if the service is suitable to be outsourced.

Additionally, because outsourcing has been used for so long as tactical support, some employees think of an outsource firm as a supplier rather than a partner. This is a tremendous change in mindset, from an "us/them" mentality to an "us/us" approach. Both parties must have a "we're in this together" attitude to succeed.

Tapping into and addressing employees' concerns *before* launching an outsource agreement will help move the strategy forward.

✓ The corporate culture supports outsourcing

Since outsourcing is an extension of your company, cultural compatibility between your company and the outsource firm is important. Look beyond your company's written mission statement to identify its real corporate culture. For example, a company's formal culture may stress openness and teamwork, but the informal culture may encourage secrecy between departments. For a successful outsourcing partnership, you must identify your company's formal and informal cultures in addition to the potential outsource firm's cultures. The two companies' business approaches should complement each other. If not, the outsourcing strategy may take longer to complete or present future challenges as policies and practices in each company begin to clash.

✓ The needs of both parties are identified

Knowing the realities of both companies should help you determine the needs of both parties. Do you need to boost employee morale before outsourcing an employee service? Do employees at one or both companies need to learn new skills? Should you include contract employees in your current rewards and compensation system?

Also, understand that just because an outsource firm comes highly recommended, does not mean it is the best choice for your company's goals. Interview several prospective outsource partners before choosing one with not only the technical capabilities to get the job done, but also goals, priorities, and action plans parallel to your own.

✓ Your strategy is clearly communicated to employees

Misunderstandings and confusion can bog down even the

best-planned outsourcing strategy. Therefore, you must determine ahead of time how you will communicate information about the new arrangement. The program's promotional message must be delivered through communication channels that employees access regularly such as e-mail, a bulletin board in the cafeteria or the company's intranet site. Above all, your communications must be consistent and match your actions. Realize that if employees have little trust in the organization prior to the outsource project, they may rely on other sources of information to learn about the program—such as the grapevine. This not only fuels rumors, but it also lowers morale, spreads misinformation and creates unnecessary fear. Putting together a communication plan that meets the needs of your organization can greatly reduce the number of unforeseen obstacles.

✓ Employees understand the outsource arrangement

Resistance from employees who do not understand and buy into the outsourcing strategy can undermine the success of your efforts. They will likely have questions about how and why these changes to the program are occurring. Tapping into and addressing employees' concerns *before* launching an outsource agreement will help move the strategy forward.

Remember to address employees' concerns about the relationship between contract workers and employees. Oftentimes, the client company assigns different rules to contract workers. If contract workers do not fall under the company's usual reward and reprimand policies, it is easy for them to ignore your rules and follow the outsource firm's guidelines. Strive to reach clear, up-front agreements on the expectations, roles, and relationships between the two organizations to avoid conflict and resistance.

✓ You have created an evaluation method

Whenever two separate organizations—each with their own objectives—unite for a common goal, frequent checkpoints must be in place to gauge the progress. At designated timeframes, evaluate the results to date along with the current circumstances. Upon review, you may decide to adjust your program plan. To some degree, the reviews will be experimental, especially since you are evaluating the results according to two different company's perspectives. The idea is to plan for the unexpected, and to evaluate the arrangement frequently enough that problems do not escalate.

Conclusion

With thorough strategic thinking and planning, outsourcing an employee service can be a cost-effective and highly-productive technique for expanding your employee services program. When you anticipate and address issues early on, you can maximize the chances of a smooth outsource transition. By analyzing the corporation's approach to business and its current work processes, you will accurately weigh the benefits and risk factors associated with this arrangement, therefore creating a more focused process for execution. **esm**

As founder and president of Business Advancement Inc. (BAI), Glen Rock, NJ, Pamela Harper has worked with corporate clients to transform business strategy into high performance. Look for her forthcoming book, Preventing Strategic Gridlock®: What Executives Need to Know to Move Their Organizations Forward. Harper can be reached at (201) 612-1228 or www.businessadvance.com.

By Steve Waterhouse

Tech tactics for meeting planners

Learn how to avoid technical difficulties during speaker presentations

Technology is one of the many unpredictable elements of planning a meeting that includes a speaker presentation. Whether you are implementing Lunch-and-Learn seminars as a service to your employees or scheduling speakers for ESM Association local chapter meetings, it is important that you understand how to set up and troubleshoot the speakers' presentation technology. Because several issues can arise during the use of electronic equipment, it helps to plan ahead, take precautionary measures and know where to obtain technical assistance when you need it. Use the following checklist to prepare for your next speaker presentation.

Tech check

1. Use adequate equipment.

Choose presentation equipment based on the meeting budget, audience size, room setup, and importance of the presentation's message. The preferred choice is a Liquid Crystal Display (LCD) projector with a remote control mouse.

2. Adjust the lighting.

Use an LCD projector that has a bulb bright enough to use in normal hotel lighting. Have the hotel dim the lights above the projection screen.

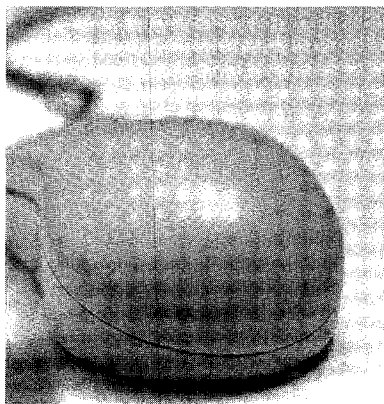


3. Test the audiovisual equipment.

Prepare the audiovisual equipment in advance. Extend the "Keystone arm" on the screen so the top is leaning forward. This will significantly improve the audience's view of the screen. Before the meeting, have the speaker rehearse the presentation using the equipment.

4. Check the electronics.

Before the meeting, connect the computer to the LCD projector and sound system. If the speaker requires Internet access, make arrangements with the venue to set up this service in the meeting



room. Connect the Internet modem, ISDN line, T1 line, or DSL line to the phone jack. Before the presentation, test the Internet connection using the same computer that the speaker will be using. If you plan to project the presentation to multiple locations simultaneously, connect the videoconference signal to a satellite uplink. Ask the speaker to advance through the slide program using the remote. Also, test the microphone, checking for feedback, by walking around the room while talking into it.

5. Have provisions. Use new batteries in all of the electronic equipment, including microphones, remote controls and laser pointers. Remember to carry extra batteries in your pocket during the meeting.

6. Test the sound system. Ask the venue staff to show you where the sound board or control panels are for the house lighting and sound system. When using the house sound system in a partitioned room, ensure that all the speakers are on in your room and that your sound cannot be heard in the adjacent room.

7. Tape down all electrical wires. This simple procedure will protect attendees from tripping

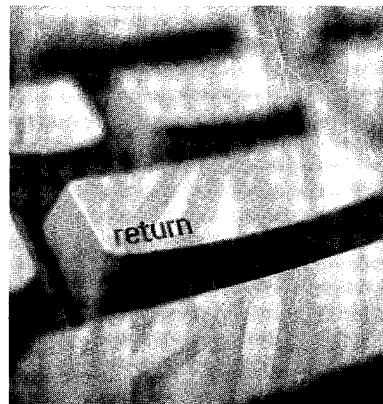
and getting hurt, and protect your association from a potential lawsuit. It will also keep your equipment from becoming disconnected.

8. Make contacts. Introduce yourself to the hotel's audiovisual technician or union chief and find out how to contact this person on the day of your meeting. He or she can help you troubleshoot technology problems quickly.

9. Assign responsibilities. Consider hiring your own audiovisual technician for the setup, rehearsal and presentation of your meeting. During the meeting, designate two meeting hosts. If an issue arises, one host can go for help while the other one keeps the meeting under control.

10. Have backup equipment. Research what kind of presentation equipment is offered through the meeting venue. If the hotel does not carry the equipment your speaker has requested, contact an equipment rental company near the location of your meeting. In case microphone difficulties arise, have a spare microphone checked and ready to use.

11. Devise a plan B. Anticipate technology problems that may occur during the meeting and have a backup plan in place for each situ-



ation. During the presentation, use two-way radios to communicate with key staff such as the audiovisual technician and venue support staff. Have a backup computer and electronic versions of the presentation available on CD and floppy disk. Encourage the speaker to use handouts in conjunction with the presentation. Lastly, ask your speaker this important question: "If the entire projection system fails, can you still give your presentation?" The answer must be: "Yes, I'm prepared." **esm**

Steve Waterhouse helps companies increase their sales and profits. As a high-tech presenter, Waterhouse uses technology to support his programs around the world. You can reach him at 1-800-57-LEARN, steve@stevewaterhouse.com or www.stevewaterhouse.com.



By Michael P. Scott

The renewal factor

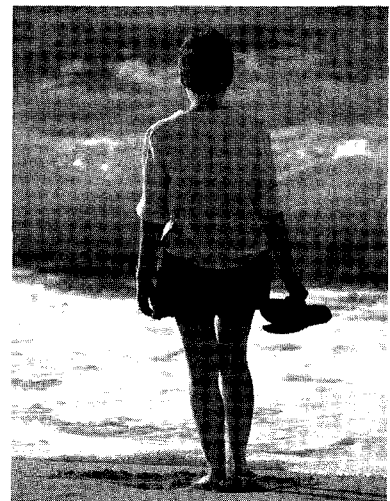
Employees escape from the office to regain their zeal for work and life

If you think the concept of renewal is an illusion in today's business world, think again. Many of America's top companies, such as General Mills, Intel and IBM, offer initiatives that support their employees' need to escape from the office to pursue interests outside of work. A recent study by the Society of Human Resource Management, Alexandria, VA, shows that 17 percent of employers offer an unpaid sabbatical program to their employees. According to Robert Levering, founder, The Great Places To Work® Institute, Inc., San Francisco, CA, one-third of the companies listed on *Fortune's* "100 Best Companies to Work For in America" offer paid sabbaticals.

Yet, establishing a full-fledged renewal program for your organization is no small feat. If you have been so bold as to suggest such an idea to management, you probably faced a barrage of questions regarding issues such as employee replacement costs. Yet, programs that help restore the energy of overworked employees can actually benefit the company through the standpoints of recruitment, retention, productivity, stress reduction, and corporate innovation.

Case in point

After working for years as a work/life consultant, Bonnie Michaels, president, Managing Work and Family, Evanston, IL, felt burned out. She had built a business of helping employers develop work/life balance programs without allowing time for balance in her own life. In 1999, Michaels and her husband elected to take a year-long sabbatical to recharge their minds and bodies. "My situation was a little different than that



Clearly, helping employees rekindle their spirits can involve more than offering them the option of a sabbatical.

of corporate employees. As president of my own business, I didn't have to make a request for time off to my boss," Michaels admits. "However, I knew the trip would provide my husband and I with a greater appreciation for what an employee might experience when electing to take an extended period of time off from work," she says.

While on their sabbatical, Michaels and her husband engaged in activities that allowed them to nurture their spirit and replenish the energy they had lost to career demands. Michaels, for instance, found resurgence in Spain by indulging in Flamenco dance and other cultural traditions. She and her husband also participated in an archeological dig in Israel and volunteer projects in Australia and Japan. "These experiences have provided a wonderful framework from which to draw from when working with companies that are seeking to set up renewal opportunities for their employees," Michaels says.

Avenues to restoration

When we think of the word 'renewal,' the first idea that comes to mind is an extended period of time off. This may be the case with a formal sabbatical program, but there are a host of other programs and services you can offer employees to help them revive their excitement for work and life:

Short stint renewal activities. This may include walking clubs, noonday basketball, yoga, and other types of programs, held during lunch or after work, that are designed to provide a quick respite from an otherwise busy and stressful workday.

Traditional renewal. Employees take several weeks of vacation at home or a special destination. Many companies plan group trips

where employees can pay to travel with coworkers and invite family members to come along.

Extended renewal. In the business world, this is commonly referred to as a sabbatical. Some of the more progressive companies offer paid or unpaid sabbaticals for periods of up to a year.

Getting started

Clearly, helping employees rekindle their spirits can involve more than offering them the option of a sabbatical. Try these suggestions for embarking on or expanding the renewal programs at your company:

Research what your employees want. Use e-mail, interviews or focus groups to learn what activities your employees use to reenergize. For example, Generation X employees may indicate that taking time off to enjoy a bike ride, attend a kickboxing class or even sit in a cyber café for a few hours is their preferred form of escape. Then, incorporate these interests into your employee services program.

Offer simple resources. Brainstorm onsite resources that complement your employees' interests. If you discover that many of your employees enjoy traveling abroad, they may appreciate you hiring an onsite photographer to shoot passport photos once a month. You can also sell vacation and foreign language guides in your employee store, or provide website links on your intranet site to adventure and vacation destinations.

Boost employee club participation. Market your company's special interest clubs as retreats. Skiing, fishing, hiking, travel, and golf groups foster unity based on common interests.

Communicate your renewal services. Inform your employees about the wealth of renewal activ-

ities your company offers through broadcast e-mails, brochures, paycheck stuffers, and benefit fairs. Ask the Human Resource Department to explain these services during recruitment and orientation meetings. Provide brown bag sessions where suppliers from local theme parks can speak about their latest activities. Disseminate information about employees' paid and unpaid leave options, as well as how to negotiate and plan short- and long-term sabbaticals.

Plan a renewal day. Create a company-sponsored event to promote vitality. Make it a day of sharing, fun, relaxation, and education.

Conclusion

Many companies are finding that energetic and renewed employees are less stressed and more productive than their overworked counterparts. The key is to establish a workplace culture that recognizes the importance of renewal in creating more balanced employees. Your efforts will help position your corporation as an innovative and caring employer. **esm**

Michael P. Scott is president of the Nevada Star Frontier Exchange, Carson City, NV, a strategic communications firm that assists individuals and organizations in reaching new frontiers of success. He can be reached at nevadastar4@earthlink.net.

A Supplement to the AUGUST 1997 Employee Services Management

EMPLOYEE STORE MANAGEMENT



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Welcome to Employee Store Management

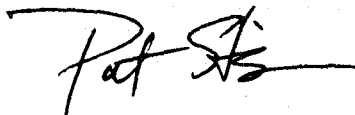
Employee Store Management is the annual supplement to *Employee Services Management Magazine* published for employee store managers and their staff personnel.

The employee store market continues to grow according to a recent market survey conducted by Research USA. The survey confirms that more than 25 percent of employee services providers operate a corporate store — and another six percent plan to open one within the next two years. Annual sales for employee stores is estimated to be over \$400 million.

Many store managers are implementing electronic POS systems to provide invaluable data for management decisions. Staying on top of what is hot is important to any retailer, but is especially important for employee stores. Since the store's customers are employees, product mix and appeal have to constantly change.

We welcome your comments and suggestions as you read *Employee Store Management*. If we can be of further assistance, please don't hesitate to give us a call at (630) 368-1280 or e-mail at esmahq@esmassn.org.

With best regards,



Patrick Stinson
Publisher

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Making Your Employee Store Look
Fresh and Different 3

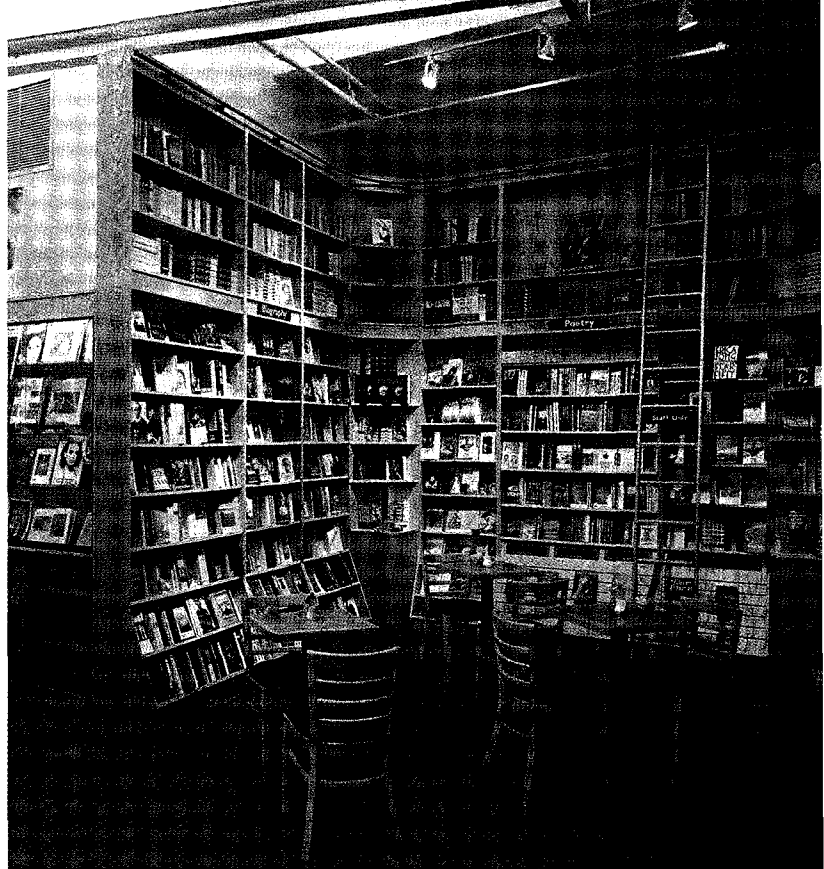
Need Something New and
Innovative for Your Employee
Store? 6

Ideas for Attracting Your
Customers' Attention 6

Business Relationships are Key
to Success 7

MAKING YOUR EMPLOYEE STORE

look **FRESH** and **DIFFERENT**



A Different Light, New York, NY. Single-Sided Cases with Slatwall Interior Backs, Acrylic Slatwall Accessories, Lights, and Sliding Glass Doors (Photo A).

"Retailing is retailing." Well, some people may think that's true, but they've probably never been inside an employee store. What obviously makes your store so unique is that it serves the same identical customer base all the time. One of the key chal-

lenges you face is to keep your store looking fresh and inviting and to keep the customers coming back. That makes some of the concepts of traditional retailing especially important to employee stores.

Incorporating flexibility and convertibility into your fixturing is the most important thing you can do to be able to continually change the look of your store. A totally inflexible fixture should only be used when a single product is displayed in the same quantity all year long, such as greeting cards.

One of the simplest ways to gain this flexibility is to use fixtures on casters, which enables you to change your store's layout and feature different products. I recently heard an anecdote from a Christian bookstore about this approach. "Every Saturday afternoon we conduct a Bible study in the store. We move all of our island fixtures — which are on casters — into a corner and set up a seating area. After the customers leave, I say to the employees, 'It's time to rearrange the furniture.' We then proceed to reposition the fixtures in a different way. When we reopen the store on Monday morning, our customers say, 'Wow, the place looks different.' What's even better is when we hear, 'I didn't know you carried that.'"

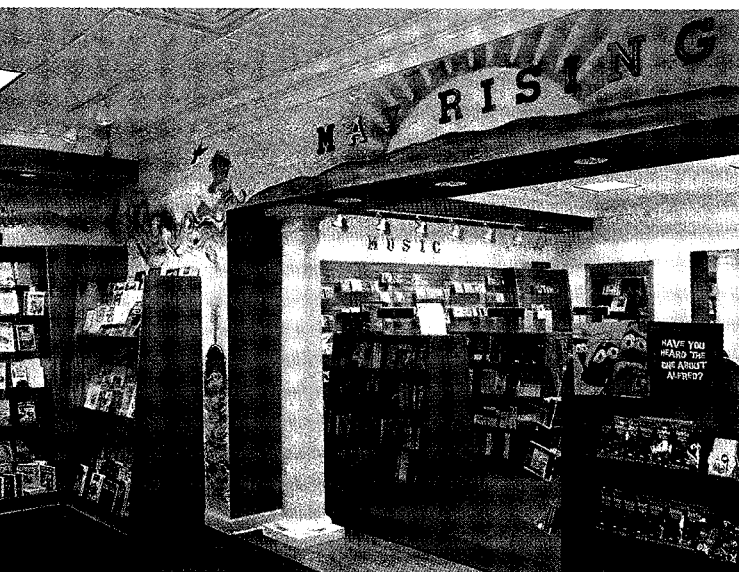
We all know the flexibility of slatwall as a display technique. Yet using slatwall as a component in a fixture permits you to alter the



Thompson's Farm Market, Harwichport, MA. Steel Fixturing "dressed-up" with wooden End Caps on the left side of the aisle and wooden Slatwall End Panels on the fixtures in the foreground on the right side (Photo B).



The Potter's House, Valdosta, GA. Double-Sided Cases with Slatwall End Panels. (Photo C)



May Rising, Memphis, TN. (left to right). Single-Sided Cases with Slatwall Interior Backs, Double-Sided Cases with Slatwall End Panels, and a Slatwall four-way. (Photo D)

function of that fixture. A Slatwall Interior Back Panel enables you to remove shelves and to cross-merchandise with acrylic slatwall accessories, as shown in the fixtures on the left side of Photo A. A Slatwall End Panel permits you to use the end panel of the fixture as an end cap, without taking up the space required by an end cap fixture. In Photo B, we see the use of a full-depth end cap on the left side of the aisle and the use of a Slatwall End Panel on the right side of the aisle. In Photo C, a Slatwall End Panel is used to display framed art, always a difficult

product to merchandise. Slatwall can also be used as the back of a single-sided fixture, providing two-sided display (great for window displays). Photo D shows the use of Slatwall Interior Backs on the Wall Fixtures, Slatwall End Panels on the Double-Sided Cases, and a Slatwall four-way Fixture on the right.

A fixturing system with removable shelves and interchangeable shelf inserts allows you to replace standard shelves with specialized shelves and shelf inserts. These shelves and shelf inserts can provide cascade display for magazines and children's books, browser capability for "flip-through" display, and can convert one shelf into two through the addition of a two-step shelf, allowing you to display small items like audio cassettes. In Photo E, you can see that some of the standard book shelves on the two fixtures on the left have been replaced with specialized shelf inserts.

Want more flexibility? Use steel fixtures. They're relatively inexpensive and offer a huge array of shelf configurations. However, there's one big problem, Steel shelving is just plain ugly. However, it can be "dressed-up" with wooden end panels as shown in Photo F. You can also use gridwall, which is a system of metal grid panels and a wide array of display accessories (See cover photo). There's even a fixture that's used widely in the college bookstore industry to merchandise



Old Sturbridge Village Gift Shop, Sturbridge, MA. Two Double-Sided Cases on the left utilize traditional book display and various Shelves and Shelf Inserts. (Photo E)

textbooks fifteen percent of the year and then converts into a fixture which can display clothing and supplies, among others.

So keeping your employee store looking new and fresh is very achievable, provided you have the proper fixturing. One word of caution: Only experts in merchandising can fully help you to design and utilize these kinds of fixtures. It pays to use a fixture company whenever possible. They have developed total fixturing systems that will enable you to display anything, anywhere, anytime in your store. Independent studies and the experience of fixture manufacturers confirm that retailers experience sales gains of 10 — 40 percent when they replace their locally-built fixtures with those manufactured and designed by fixturing specialists, often without the addition of any new space or inventory. The fixtures will ultimately pay for themselves... and keep the customers coming back. ■

Art King is director of marketing for Franklin Fixtures, Inc. in W. Springfield, MA. Art can be reached at 413-746-1134 or aking@franklinfixtures.com.



Volume 11, Blacksburg, VA. Steel Shelving "dressed-up" with End Panels made of wood and laminate. (Photo F)

Are you looking for something special to offer your employees?

Do they need invitations for a wedding that's just around the corner? What about announcements to celebrate a recent birth? Maybe there are showers and graduations to be planned. Why not give the gift of time when you let **EMPLOYEE PRINTING SERVICES** take care of these events.

Whether you make the album available in your employee store, lunchroom, Human Resources Department or any other corner of the office, your employees will "thank you" for the convenience and the **40% DISCOUNT** they will receive.

Please stop by our Booth #814 at ESM's 60th Annual Conference and Exhibit, April 9th - 11th in New Orleans. You'll have the opportunity to browse through the album and learn how you can make this available to your employees.



If you are not attending the Exhibit, then call us at 800-653-5361 ext. 2224 for information,
or

Visit our new website at
employeeprinting.com



PO BOX 248 • BEDFORD PARK, IL 60499

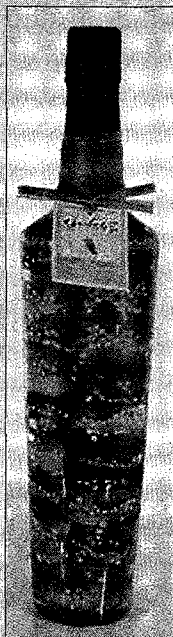
Need Something New and Innovative for Your Employee Store?



Add gourmet food and gifts baskets to your store's merchandise mix says Laurie Allen, Director, National Accounts at Shonfeld's, a gourmet food gifts manufacturer. These unique and decorative, yet edible oils, vinegars, spice sets, infused fruit vinegars come in pre-assembled gift baskets or in individual bottles so you can make your own. Employees will appreciate seeing the same special, colorful gift baskets in their employee store that they usually only see in gourmet food stores or department stores.

According to Ms. Allen, the benefits of stocking gourmet food and gift baskets in your employee store program include:

1. Add pizzazz to your employee store. Customers recognize quality items and appreciate the convenience and value you are providing.



2. Include gourmet food items in gift baskets your store creates.

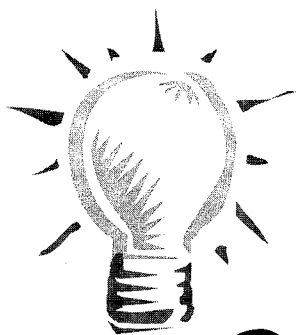
3. Customize these items with your corporate logo, program name or message.

4. Give these items as gifts to employees, meeting attendees, clients, customers, and colleagues.

5. Include promotions for these types of items on your merchandise web site or in your catalog, or in paycheck envelope stuffers.

6. Offset your operating expenses by selling these profitable, quick-turning food items. Most retail from \$5.00 - \$80.00 with the majority falling between the \$5.00 and \$35.00 range.

If gourmet food and gift baskets sound like something you'd like to add to your employee store, you can contact Laurie Allen for information at 800-447-8933 or llallen@shonfelds.com. ■



IDEAS for attracting your customers' attention

Getting customers into employee stores can be a challenge, especially when they pass by the store everyday and think they know what's going on inside.

Nationally recognized marketing expert Lynne D. Schwabe shared ideas for grabbing customer attention and involving them with store merchandise at ESM's national convention in New Orleans in April.

Some of these ideas included:

GREETINGS FROM THE MARKET

Buy picture postcards of the city in which you are visiting to buy new merchandise. Bring them home and address them to your most valuable customers. Write a note on each that says, "Just a note from (Atlanta, New York, Chicago) to say that I'm thinking of you and the things you like to see in the store. By the time you receive this, new items will be arriving daily. Hope to see you soon." The next time you go to market in that city, mail the postcards. Customers love to be recognized, and often they just need a little extra incen-

tive to come in and take a look at what you have. The fact that you bothered to remember them in this way usually brings great results.



THANK YOU FOR BEING OUR ADVERTISING

Whenever customers bring you other customers, thank them with a note that says, "Thank you for being our advertising." Enclosing a gift certificate as a thank you shows that you really do appreciate the referral. "Louisiana Language" is an example of a thank you that one store used successfully.

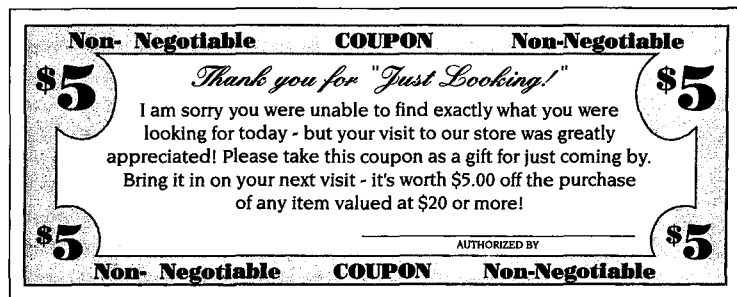
LET YOUR ANSWERING MACHINE MAKE SALES

Turn on your "extra" staff person each night when you leave the store. Your answering machine can say, "So glad you called. If you are one of the first 10 people to arrive in the store tomorrow morning, ask for 25 percent off anything of your choice."

OR, "Friday is our birthday bash for everyone celebrating a birthday this month. Join us for cake and punch. If your birthday is this month, you qualify for special prize drawings."

GIFT WITH PURCHASE IDEAS

Check out direct mail marketing ideas. Investigate the possibilities of discounted travel vouchers. A tote makes a great gift with purchase for valuable customers, or fortune cookies with your message as the fortune which make for fun extras with a purchase.



THANK YOU FOR JUST LOOKING

When customers come into your stores and leave without buying anything, hand them a "thank you for just looking" coupon. This surprises them ("You're giving me \$5 for not spending anything?") and gives them a reason to return.

TAKE PICTURES OF CUSTOMERS

Customers love to be recognized and will visit your store more often if they think they'll see themselves. Take pictures of employees at company events and put them in the picture frames that you have for sale. Take head shots of the officers of the company, blow them up, back them with foam core and put them on your mannequins (with permission, of course).



WALKING ADVERTISEMENT

Purchase heavy canvas bags and have your store's name and logo printed on them. The cost for a medium tote when you purchase more than 50 is about \$4. There is a one-time set-up fee of about \$30, so the total cost is about \$5 if you buy 100 bags. What do you get for this \$500 investment? \$5000! You give a bag to every one who purchases more than \$100 in the store. You don't have to mark anything down; you are rewarding customers for their business. ■

Lynne D. Schwabe is the president of Lynne D. Schwabe & Co., a marketing consulting company in Middleburg, Virginia. She can be reached at 540-687-3876 or lds@lobsterville.com.

BUSINESS RELATIONSHIPS are key to success

The key determinants of long term profitability and success are the strengths and weaknesses of relationships businesses have with their customers.

Speaking at ESM's annual convention in New Orleans in April, Lynne D. Schwabe, president of the Lynne D. Schwabe & Co., a marketing consulting

group in Middleburg, VA, told participants that "cultivation and management of these relationships is the single most critical issue you face."

Schwabe was speaking to employee store managers and employees, but her message has broader implications for all businesses today.

In the past, marketing was all about market share, Schwabe said. Businesses wanted more customers for more products and managed those products. Executives were responsible for the sales of those products.

In the "new" marketing age, everything is about customer relationship management (CRM), which is about building share of customers, measured one at a time. Now, although businesses want more products and services for their customers, they are concentrat-

"With each interaction, you get better and better at fitting the product to the particular customer."

Schwabe defined four basic steps in CRM:

■ **Identifying the Customer.**

Creating a system so that customers can be identified as individuals each time they come in contact with the business. This means knowing customers individually in as much detail as possible and collecting any information that will help separate one customer from another.

- Total dollars spent
- Frequency of purchases
- Profitability on sales
- Profits earned on referrals from the customer
- Value of the customer's collaborative assistance
- Benefit of the customer's reputation with other customers

Ranking allows identification of Most Valuable Customers, the ones with the highest lifetime value to the company; Most Growable Customers, customers who have the potential to be valuable customers; and Cut 'Em Loose Customers, customers who will probably never earn enough profit to justify the expense involved in dealing with them.

When customers have been ranked by value, the company can access what individual customers need. Customers need different things from a business; the goal is to determine what they need and change behavior accordingly.

"The important thing is getting out of the product first mentality and into the customer first mentality, and then figuring out how your technology can assist you in remembering everything you need to know about your customers, so that you can build your business with them according to their wants and needs," Schwabe said.

"Your stores are your companies' secret weapons," Schwabe said. "One of the major problems in all industries today is employee retention. Your stores should be a major part of that retention equation. You are right there with what customers value: convenience, saving time and saving money. I'm encouraging you to take this one step further and build equity with your customers so that they wouldn't think of defecting because of what they would lose in the defection process." ■

Lynne D. Schwabe is the president of Lynne D. Schwabe & Co., a marketing consulting company in Middleburg, Virginia. She can be reached at 540-687-3876 or lds@lobsterville.com.

The goal is to treat customers differently based on what was learned during interactions with them.

ing on managing these customers. Executives are responsible for growing the expected values of customers over time.

"Smart companies have always been oriented to the need of the typical customer," Schwabe said. "Today we are talking about learning continuously from interactions with individual customers and responding accordingly."

This marketing revolution is technology-driven. As customers are engaged, the business can learn from interactions with them. With computers this information can be recorded and easily accessed so that individual customers can be "remembered."

"You are adapting your behavior to customer needs rather than sampling a 'market' of potential customers," Schwabe said. "With technology, you can focus on one customer at a time. You can establish a relationship with a customer that becomes part of a series of linked interactions. Each time you engage customers, you are fitting your product or service more closely to the needs of that particular customer. As a customer tells you of a need, you customize a product or service to meet that need.

■ **Differentiating the**

Customer. Ranking customers by their value to the business and differentiating them by what they need from the business.

■ **Interacting with the**

Customer. Engaging customers in an on-going dialogue in which more and more is learned about their individual needs, interests and priorities. These interactions should minimize the customer's inconvenience; the outcome of the interactions should be a real benefit for the customer that's obvious to him.

■ **Customizing to Meet**

Customer Need. Using the information collected, the business customizes the way individual customers are treated. The goal is to treat customers differently based on what was learned during interactions with them.

"Differentiating the customers is where it gets really interesting, and what companies too often don't make an effort to do," Schwabe said. "Ranking customers by value and by need allows you to determine how you can put your energy where it will have the greatest return."

Ranking by value might include the following criteria:

Coffee with ESM Association's **Employer** of the Year

**Howard Schultz, Starbucks Coffee Co.'s
Chairman & Chief Global Strategist**

Interview by Renee M. Mula, editor

Each year, Employee Services Management (ESM) Association, Oak Brook, IL, honors one member company employer with its most prestigious



award—Employer of the Year. This employer must demonstrate a sincere belief in, and support of, an effective and progressive employee services program. We are pleased to announce Howard Schultz, chairman and chief global strategist, Starbucks Coffee Co., Seattle, WA, as ESM Association's 2001 Employer of the Year. In the following interview, Schultz talks with *ESM Magazine* about "partnering" with his employees, the Java Gym and a benefits package that includes part-time employees—and a free pound of coffee each week.

ESM Magazine: Give us a brief overview of Starbucks and its employee services program.

Schultz: Starbucks is the leading retailer, roaster and brand of specialty coffee in the world. We began in 1971 as one store in the Pike Place Market, Seattle,

WA, and have enjoyed tremendous success over the past 30 years. Today, we have more than 4,500 retail locations in North America, the U.K., continental Europe, the Middle East, and the Pacific Rim. Starbucks also sells coffee and tea products through its specialty operations, including its online store at

Employer of the Year



Starbucks' top executives impersonate the band KISS at Starbucks' 2001 Manager of the Year Banquet. (From left to right) Peter Maslen, president, Starbucks, Int'l.; Orin Smith, president and CEO; Howard Schultz, chairman and chief global strategist.

www.starbucks.com. Through its joint venture partnerships, Starbucks produces and sells bottled Frappuccino® coffee drink and a line of super-premium ice creams. The company's other brands include Tazo Tea Co., which offers a line of premium teas, and Hear Music, which produces and distributes a line of compact discs.

Informally, employee services have always existed with Starbucks. Our formal program, Partner Services, began in 1995 with a handful of services. We call our program "Partner Services" because we refer to our employees as "partners." These programs allow our partners to connect with each other while pursuing goals that are important to them. The programs typically fall into the categories of discounts, sports and recreation, events, and referral services.

In 1998, we established the Java Gym, in our main office, and provided discounts to other fitness facilities outside the Greater Seattle area. The Java Gym provides an environment and state-of-the-art equipment for partners to exercise at a comparably low cost.

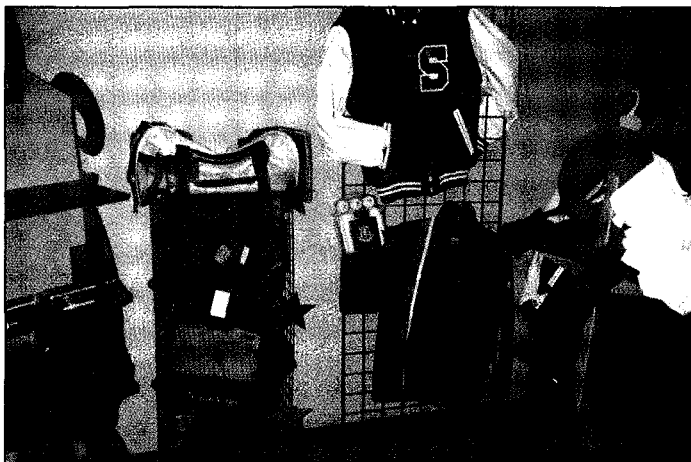
Our work/life services are provided by Working Solutions, Portland, OR, an organization that connects partners to information and services that make life more manageable. Working Solutions provides referrals to resources for childcare, eldercare and planning for a baby.

ESM Magazine: How long has the Partner Services program existed at Starbucks? In what aspects was the program instrumental in advancing the company?

Schultz: I used to think that marketing was our most important department because that's where I began at Starbucks, back in 1985. Today, unequivocally, I'd say it's Human Resources. Our success depends entirely on the people we hire, retain and promote. However outstanding our performance is in other areas, it is ultimately interpreted and given life by our partners. How well they carry out each function depends on how they feel about one another and how much they care about Starbucks. Our Partner Services programs enable us to excel in our recruitment and retention, while at the same time make the overall company environment warm and casual.

ESM Magazine: How does offering Partner Services benefit the company? How does it benefit the employees?

Schultz: For Starbucks, Partner Services is a key to retaining our partners, in whom we have invested trust and training. That's a huge benefit to such tangibles as our financial bottom line, and to such intangibles as our company spirit and culture. Starbucks has a history of breaking new ground with the kinds of benefits we offer our partners. Partner Services



The Partner Services Center, located at the Starbucks Support Center, Seattle, WA, offers Starbucks Coffeegear, sundries, discount movie tickets and onsite services such as dry cleaning.

dovetails perfectly into that tradition. For our partners, it makes available a social arena where they can build connections and friendships. Some of this occurs within their workday, and some outside of those hours. The extent to which it is used is a sign of a healthy company.

ESM Magazine: How does your program help employees balance their work and personal lives?

Schultz: Our partners work hard and give a lot of themselves during their workdays. Partner Services makes it easier for them to seek activities that refresh them. People whose lives are in balance are happier, well-rounded and motivated to use their creativity at work.

In our main office in Seattle, for instance, employees can work out at the Java Gym before or after work. During lunch, they can go to a Weight Watchers® or Toastmasters International® meeting, or discuss Katharine Graham's book *Personal History* at the monthly Book Club meeting. Choosing to accomplish these goals and activities at work frees up their personal life for what is truly valuable to them such as spending time with family or friends.

ESM Magazine: What makes Starbucks a great place to work?

Schultz: The people, the culture and the relationships that partners share with each other as well as with their customers make it a great place to work. We strive to instill a sense of ownership in each partner. One of the best steps we take toward showing that we care is to provide opportunities for eligible partners to gain ownership in Starbucks through a stock option program and a discounted employee stock purchase plan. Eligible partners are those people who, regardless of position, have met specific length-of-employment and hours-worked requirements. In addition, we offer a solid benefits package—available even to part-time partners who meet specific length-of-employment and quarterly-hours-paid requirements. Last, but by no means least, we have created a wide array of Partner Services programs to ensure that we continue to recognize our partners as individuals.

ESM Magazine: Briefly describe your employee benefits package and explain why Starbucks decided to afford part-time workers the same benefits as full-time workers.

STARBUCKS PARTNER PROGRAM

The Starbucks Warm Regards Recognition Program offers a number of performance-based awards that partners can be nominated for, and also recognizes partners for years of service.

PARTNER CONNECTION

The Partner Connection Program links partners who share common interests, creating a work environment that supports teamwork, having fun with coworkers and living a well-balanced life. Current groups include sports teams, diversity groups, book clubs, and a parenting network.

DISCOUNTS

All Starbucks partners are eligible to take advantage of publicized Starbucks discounts, which include savings from Employee Services Management (ESM) Association's Buyer's Guide and other national discounts on health club memberships, computers, clothing, travel, and more.

LUNCH-AND-LEARN SERIES

Lunch and Learns are a brown bag series of informal educational presentations at the Starbucks Support Center, Seattle, WA. Sessions include informal visits from a variety of community groups, reports from coffee buyers who visit the coffee plantations, and how-to classes.

EVENTS

Several events are held at the Starbucks Support Center, all of which help reinforce Starbucks' culture. Events include Bring a Child to Work Day, The Starbucks Center Street Fair and monthly birthday celebrations.

PARTNER SERVICES CENTER

Located at the Starbucks Support Center, the Partner Services Center helps partners achieve work/life balance by saving time. The Partner Services Center carries Starbucks Coffeegear and various other items such as stamps, envelopes, discount tickets, cards, and batteries.

STARBUCKS COFFEEGEAR™

Starbucks Coffeegear is a program that provides Starbucks partners with the opportunity to purchase Starbucks logo merchandise and apparel through a catalog, extranet website and onsite at the Partner Services Center.

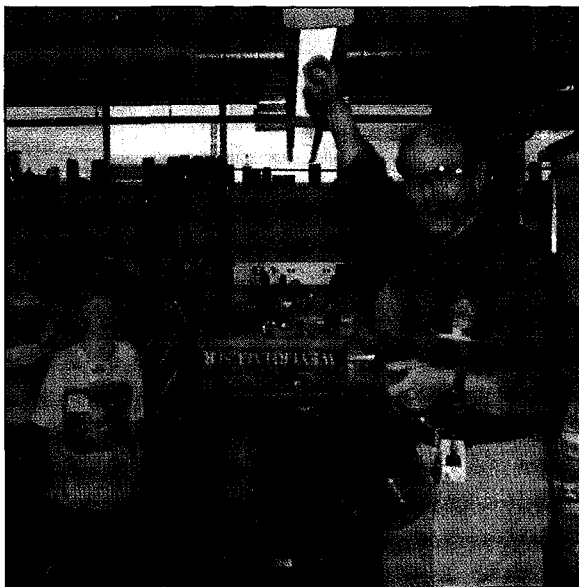
Employer of the Year

"Birthday Breakfast...is an opportunity for us to recognize partners who have a birthday during the upcoming month and spend some time together."

Schultz: Partner Services are available to all partners regardless of their position or the number of hours they work. Our benefits package is separate from that, and is available to any partner who meets the initial eligibility criteria and satisfies the ongoing paid-hours requirement, which averages 20 or more paid hours per week. The package includes medical, dental and vision coverage; life insurance, accidental death and dismemberment coverage, and disability insurance coverage; paid time off; discounts; and a free pound of coffee per week.

Our business thrives on customer service. One bad encounter and we've potentially lost a customer for life. If the fate of our business is in the hands of part-time employees, we cannot afford to treat them as expendable. We see rewarding benefits as a prime means to attract, retain and reward quality employees.

ESM Magazine: Are there any Partner Services in which you participate?



Starbucks expanded its Bring a Child to Work Day Program to include children outside the immediate families of Starbucks' employees.

Schultz: I participate in as many events as my travel schedule allows. On the first Tuesday of every month, all of the partners at the Support Center in Seattle gather for Birthday Breakfast in our Commons Area. This is an opportunity for us to recognize partners who have a birthday during the upcoming month and spend some time together. I stop by when I'm in town. I also participate in Bring a Child to Work Day and attend a number of events outside of Seattle.

ESM Magazine: How do you relieve stress and balance your work and personal life?

Schultz: I spend as much time as I can with my family, although there are never enough hours in a day to do them justice. Basketball has been a passion of mine since I was a child growing up in Brooklyn, NY. I love the sport at all levels—whether I'm playing pick-up games with friends or enjoying my role as the owner of an NBA franchise.

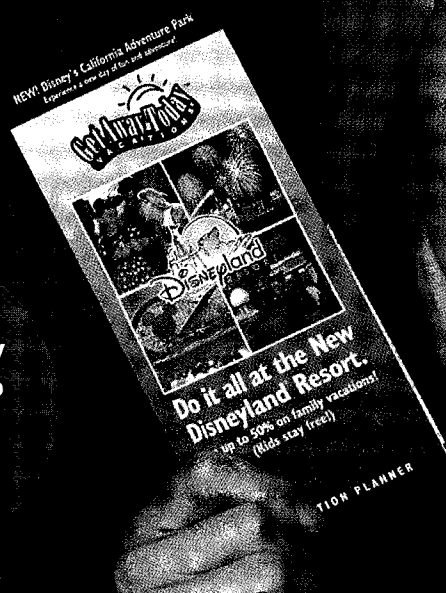
ESM Magazine: Is there anything else you would like to add in closing?

Schultz: On behalf of Starbucks Coffee, I would like to thank ESM Association for recognizing Starbucks as its Employer of the Year. People have always been our most important asset and our biggest competitive advantage. I know that's sometimes seen as a cliché, but I can honestly say that we wouldn't be where we are today without our partners and our loyal customers. Our partners' personal and professional growth is important not only to them, but to Starbucks as well. This award means a great deal to me personally, and to those Starbucks partners who have made us their career and their home. **esm**

Renee M. Mula is the editor of Employee Services Management (ESM) Magazine, published by ESM Association, Oak Brook, IL. She can be reached at (630) 368-1280 or reneemula@esmassn.org.

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In the Spotlight

Litton Laser Systems: small but mighty

By Christina Higby

Vital Stats

HEADQUARTERS: Apopka, FL

BUSINESS: The defense industry

NUMBER OF EMPLOYEES:

335 local employees

EMPLOYEE SERVICES: Employee store, community services, convenience services, recreation programs, recognition programs, special events, wellness, travel services, and voluntary benefits

FACILITIES: A two-story, 140,000-sq.-ft. building houses the laser manufactur-

ing organization, cafeteria, employee store, volleyball court, and basketball hoops. A walking trail surrounds the circumference of the property and restrooms/showers are located at the exterior of the building.

INTERVIEW WITH: Paula Pease, staff project engineer, volunteer ESM Association representative, president of ESM Association Central Florida Chapter; and Lee Sumner, human resource director

The HR Department

The HR Department consists of a director and four other managers whose primary roles are to recruit and retain employees, assure compliance with federal and state laws, and act as liaisons for community service activities. They oversee Litton Laser Systems' employee programs and activities including the laser manufacturing organization facility.

A well-rounded program

Here is a sample of the employee services for which HR is responsible:

- **Community service project:** Litton holds a company-wide Blood Drive.
- **Years of service awards:** The company presents awards to employees for five-year, 20-year and retirement milestones.
- **Recognition:** Litton created the Make a Difference program to recognize performance by sending thank you notes to employees for jobs well done. The company also recognizes personal accomplishments by sending gift certificates to newlyweds and new parents.
- **Discount services:** The company sells discount tickets for nearby attractions.
- **Holiday treats:** Each employee receives a turkey or ham every Thanksgiving. Around Valentine's Day, the company holds a Jewelry Sale Day in the cafeteria.
- **Employee store:** The employee store sells logo wear, sundries, gift items, and more. The store is open two hours a day and run by the cafeteria staff.
- **Other services:** Litton provides employees with voluntary insurance benefits, financial support for continuing education, Health Fairs, a Weight-Loss Program, a Smoking-Cessation Program, and legal support.

Volunteer committees

Employee-run volunteer committees perform the legwork for many of Litton's employee services and activities. The *Laser Lines* Committee is responsible for the company newsletter; the Holiday Party Committee organizes the December event; the Social Activities Committee (SAC) plans monthly social events for the employees and their families; and the Safety Committee runs the safety program for the facilities.

Growing the program

All of Litton's activities are participation-based: if employees participate, the activity continues to be offered; if they do not, then the activity is cancelled. Employees are encouraged to present activity ideas to

the appropriate committee and request funding. The committee members then decide whether or not to support and plan the activity.

Merger update

Litton Industries, Inc. recently merged with Northrop Grumman. Although the merger process is complete, changes to Litton Laser Systems' departments are yet to come. The HR Department is holding off on implementing any new services until the merger settles down, although they do not anticipate the elimination of services. The employee store has actually grown since the merger, particularly after receiving additional funding to purchase new merchandise and add a product line embracing the Northrop Grumman logo. In August 2001, the store held a Grand Opening to introduce the new products. Sales boomed with \$2,000 worth of items sold over a four-hour period.

Management support

Litton's employee services program took off in 1993 when the HR Department handed over the responsibilities of employee activities, the company newsletter and the safety program to employee committees. Employee involvement in decision making proved to be the best approach to meeting employees' needs. Participation in these activities continues to grow with 15-20 percent of Litton employees serving as volunteers. This structure allows the HR staff to focus on big-picture projects such as recruitment and retention. They determined that the cost of recruiting and hiring one employee is more than the entire budget of one committee.

The company subsidizes 25 percent of all activities planned through the SAC, making the events more affordable to employees. On some costly events, the committee may elect to subsidize less than 25 percent of the cost, so that more events can be budgeted throughout the year. Due to the success of the volunteer committees as a retention solution, management sees the value of offering these programs. **esm**

Christina Higby is the editorial assistant of Employee Services Management (ESM) Magazine, published by ESM Association, Oak Brook, IL. She can be reached at (630) 368-1280 or christinahigby@esmassn.org.

Obtaining Buy-in

Four steps to gaining management's support of corporate volunteer programs

By Brenda L. Johnson, SPHR

Imagine an employee service initiative that enhances corporate image, creates employee pride in your company and allows employees of all levels to work together. It is not a dream; corporate volunteer programs provide these benefits and more. Today's time-starved employees consider volunteering for nonprofit charitable organizations on their own time, but the reality is there are not enough hours in the day to do so.

Many employee services professionals have led the way in helping employees find time during the workday to fulfill community needs while, at the same time, enhancing the company's image as a caring employer. Their success is usually due to a supportive senior management team. Volunteerism is receiving global attention from the United Nations, which designated 2001 as the International Year of Volunteers. Take this opportunity to convince corporate leaders of the need for increased volunteerism within your organization. Here are four steps to help ensure support from upper management.

#1: Focus

Connie Molland, director of community relations, Anthem, Inc., Indianapolis, IN, says, "Corporate volunteerism develops from the top and radiates throughout a company." This multi-state healthcare benefit company has senior management's support because of its focus. "One of the problems companies encounter is trying to be all things to all people. The volunteer initiatives become too overwhelming," explains Molland. She suggests focusing on a cause that a senior manager is passionate about. Many companies have found

success by doing one or two projects extremely well. In Gaithersburg, MD, Allentuck Landscaping plans one major community service initiative each year. Louise Allentuck, business manager, says, "We started planting trees at public schools. Since that time, our projects have included providing services to shelters and senior daycare centers." The annual project has been so successful that this year the company decided to coordinate a more continuous community service project. Now, once a month they provide peanut butter and jelly sandwiches to a local children's organization.

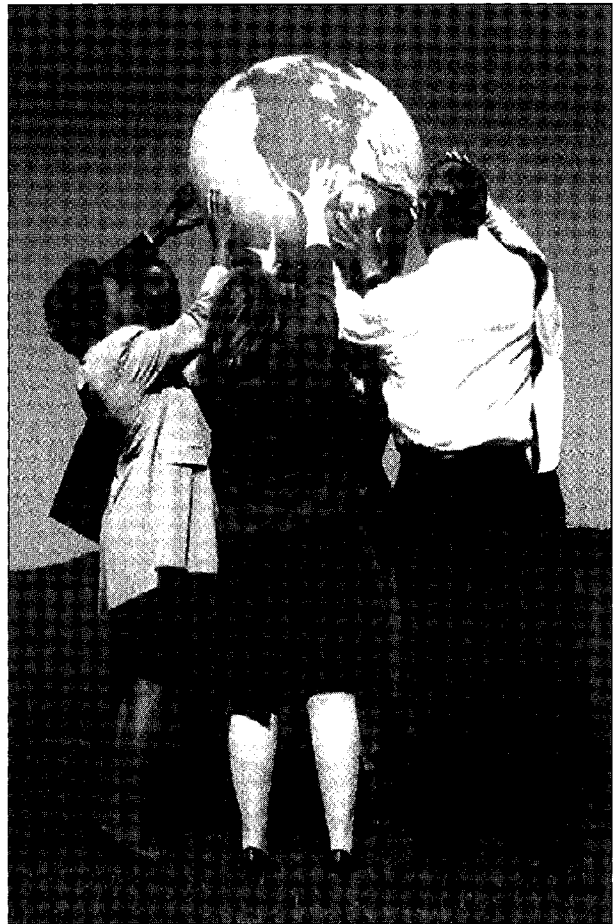
#2: Define objectives

Many employee services professionals find that support is gained by having objectives in mind before approaching senior management. Allentuck Landscaping looked to the Montgomery County Volunteer Center, Rockville, MD, for help in identifying a project that would fit its corporate culture. Andrea Jolly, director, Montgomery County Volunteer Center, says her first question is to ask corporate clients what they want to gain from their volunteer experience. While this surprises most companies, Jolly says this question helps program coordinators think through their project goals and define their objectives.

Although it is often difficult to quantify the impact corporate volunteer initiatives have on a company, employee services professionals must present project objectives to senior management that will be viewed as a benefit. Anthem's Molland says her company ties its corporate volunteer initiatives into training and development. "Employees who are team leaders of volunteer activities handle all aspects of the event—from recruiting participants to organizing and communicating the event's details. It really gives them an opportunity to develop new skills," she says. Other companies have implemented corporate volunteer programs to increase morale, create new employee training opportunities and obtain recognition from the media as a quality employer.

#3: Integrate

Most successful corporate volunteer programs are integrated into existing corporate initiatives. Nationwide, a Columbus, OH-based insurance and financial service provider, is the winner of United Way of America's prestigious 2001 Spirit of America Award—given annually to celebrate corporate philanthropy. Over the years, they have integrated volunteerism into leadership development, performance management, compensation, and teamwork initiatives. Connie J. Argus, CLU, ChFC, RHU, manager, employee and community programs, Nationwide, says, "Our company tries to look at volunteerism holistically,



rather than as a stand-alone program. Our employees have a sense of pride in being employed by a company committed to volunteerism." Nationwide also touts its commitment to volunteerism when recruiting employees. Even the company's Service Award Program goes beyond highlighting years of service to include a volunteerism component.

Philip Jones, spokesperson, United Way of America, says, "In today's competitive labor market, employees are increasingly drawn to companies that share their own priorities and values." At Providian Financial, San Francisco, CA, community-giving information is included in the New Hire Orientation. Jim Wunderman, senior vice president, Corporate Affairs, says it helps to get employees involved in projects as soon as they join the company. He found that community giving is appealing to new employees because they are often interested in meeting their coworkers and learning about their new community. Wunderman has also been successful in integrating the company's corporate volunteer strategy into the corporate mission, vision and values of the company. "At Providian, it is now expected and accepted to participate in corporate volunteer activities," he says.

#4: Communicate

Once senior management has taken the first step to support a pilot project, it is important to follow up with documented results. In the results report, include the number of employees that participated along with any benefits the company may have received, including media coverage or an opportunity to support other corporate initiatives. Help illustrate the impact the program has on the workforce by inserting quotes from employees who volunteered. In one results report, a company included photos from a management-sponsored volunteer effort that showed employees networking, team building and learning new skills that could later be transferred to their jobs. Highlighting corporate volunteer initiatives in employee publications—as well as external media, websites and in

recruiting brochures—communicate a company that cares about communities and employees.


With the growing popularity of employee community service projects, there is no better time to partner with senior management and other departments within your organization to improve your community service initiatives. As Anthem's Molland says, "Companies and communities both win with corporate volunteerism. At first, some companies may have to work to find one cause or issue senior managers will support. Over time, volunteerism becomes part of the corporate culture." **esm**

Brenda L. Johnson, SPHR, is an Indianapolis-based freelance writer and human resource consultant. She can be reached at BLJ1977@aol.com.



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Boosting Morale

CONTINUED FROM PAGE 28

- What kind of impression do you want to make concerning your approach to work?
- What additional information do you need to fully understand how work is accomplished at the new organization?
- What are your initial thoughts about the accomplishments you've been asked to achieve?
- What steps are required to meet these new objectives?

Ask questions

Even when you feel prepared, new information can creep up and confuse you as you attempt to navigate the waters of transition. Con-

tinue raising questions until you uncover the information you need to perform your job responsibilities. Ask questions of different individuals at different levels. You may find agreement or you may discover some significant inconsistencies. Take notes during training sessions and refer back to them periodically.

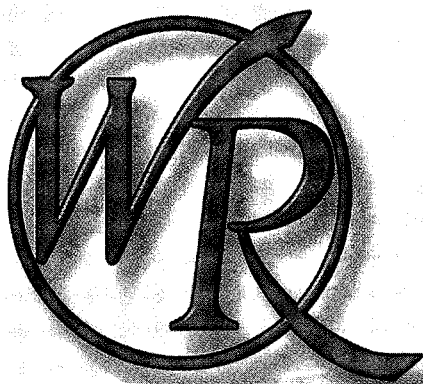
Conclusion

Assimilation into a new organization is not an event—it's a process. Articulate questioning, attentive listening and reflective perceptions are critical to a smooth transition into the company. These topics are only the tip

of the iceberg in terms of what you need to think about during your first few months at a new position. How well you remain in charge of your entry—rather than allowing it to overwhelm you—will, to an extent, determine your future success with the company. **esm**

Don Andersson is founder and president of The Andersson Group, Cranford, NJ, www.AnderssonGroup.com. You can reach him at (888) 709.9267 or don@anderssongroup.com.

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By Don Andersson

Success from day one

How to grasp a new job position with ease

"So far, things are going quite well," was my colleague's response when I asked him about his first month in a new position. "Though, I'll admit," he continued, "things are coming at me so fast I feel like I'm trying to drink out of a fire hydrant." This is a colorful description of a reality experienced by many of us. When starting a new job, there is so much to learn, so many relationships to initiate and so many demands on our time. The need to accomplish successes quickly is so overwhelming that, unless we've done some significant pre-work, we find ourselves struggling to come up for air. This is especially true if we approach our first day on the job with the attitude, "I'll just show up and see what happens." Most people won't admit to choosing such a simplistic approach to their first day of work, but the truth is they simply don't know how to prepare. If you don't take charge of your entry, it will take charge of you—and the results will be unsatisfying. A few simple preparatory steps can help you gain your footing in your new position.

Assess the information

Read the information you receive about the company and your new job responsibilities. This will help you draw conclusions about how the organization is run. Notice the centers of real power, i.e. the names of the gatekeepers. Although preliminary information only scratches the surface of the organization's tribal history, the sooner you understand it, the more effective you'll be. As you continue your employment, you can assess the validity of the conclusions you've drawn and fill in the information gaps.



Plan your entrance

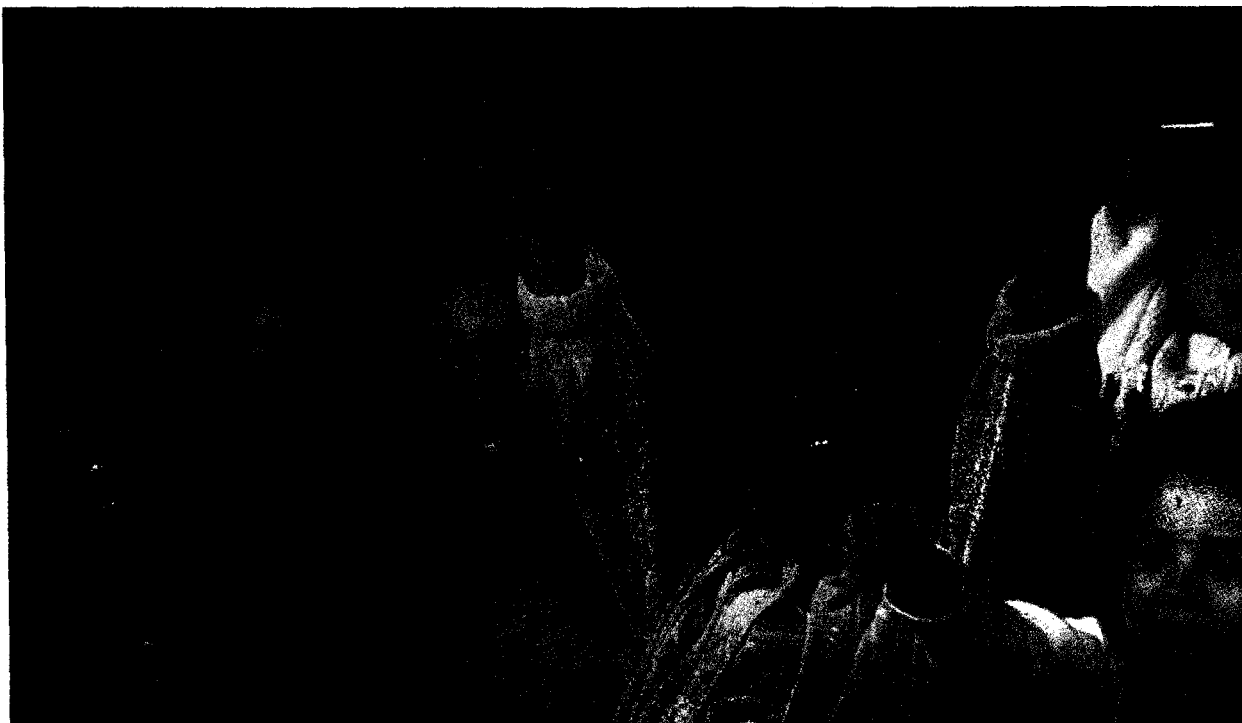
Rather than just show up to work, use what you already know about your position to plan your approach. Remember, you have only one opportunity to make a first impression. Think ahead by pondering answers to the following questions:

- Who are your associates? (Boss, peers, direct reports, key internal and external customers)
- What will be your approach to building relationships with them?
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CONTINUED ON PAGE 26

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**Members Respond
to Terrorism**

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Travelers hit the Road

**Latest travel trends: day trips
and weekend getaways**

page 12

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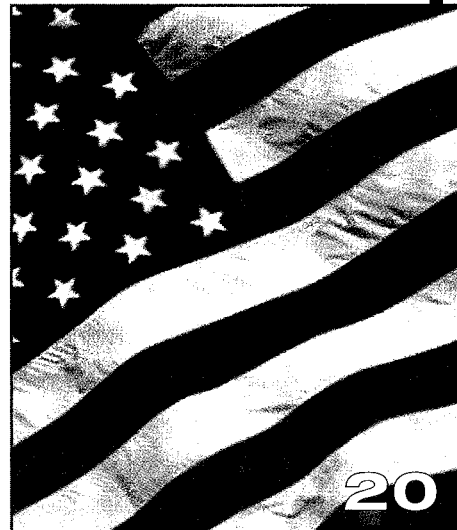
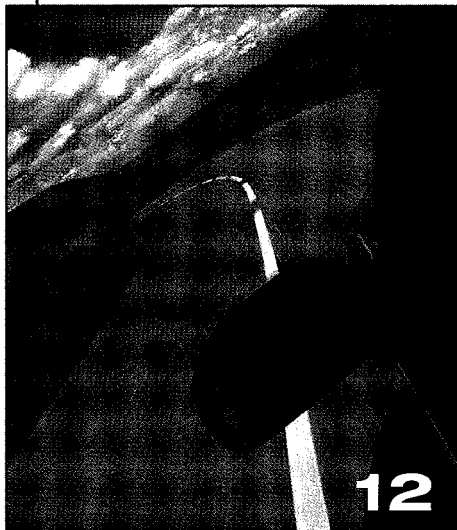
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Shorter trips to nearby destinations are becoming more popular as Americans coordinate last minute travel plans around their busy schedules. Learn how to incorporate short-trip destination packages into your travel program.

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20 Banding together

Read the responses of a recent ESM Association Listserv question that asked members to share how their employees are joining together to fight terrorism.

23 In the spotlight

ESM Association showcases the online employee services newsletter of Rummel, Klepper & Kaul, LLP, Baltimore, MD.



Workforce pulse

How social change affects employee services

The slow economy and recent terrorist attacks have perpetuated a new appreciation for work, life and the American way that is likely to change your workforce's needs. Employees' reactions to social issues can affect their desire to participate in certain employee programs, while sparking the need for new offerings. It is the employee services provider's job to keep a pulse on these issues and adjust employee programs to meet the needs of the changing workforce. Here is a quick reference of the employee services discussed in this month's issue of *ESM Magazine* and how today's social issues are affecting them.

Employee Service: Travel

Social issues affecting it: Terrorism, Work/Life Balance

Terrorism has caused some employees to fear flying in commercial airlines or traveling far from home. Travel is still considered a stress reliever for these employees, but many are opting for nearby weekend getaways, as opposed to longer-stay vacations to far destinations. Turn to page 12 for the cover story, "The Mini-Vacation Generation," and learn how to structure your travel program to include short-trip destinations.

Employee Service: Professional Development

Social issues affecting it: Corporate Restructuring, Slow Economy

Due to corporate downsizing and a meek job market, employees expect their employers to provide them with opportunities for learning new skills that help them remain marketable in their industry. In the article "Serving the Free Agent Nation," page 7, Daniel Pink, author of the book *Free Agent Nation: How America's New Independent Workers Are Transforming the Way We Live*, discusses the new attitude towards work. Learn which programs are likely to retain those employees still remaining with a company after job cuts.

Employee Service: Fitness

Social issues affecting it: Work/Life Balance

Fitness facilities are still the rage as Baby Boomers—the consumers who invented the fitness movement—continue to place an importance on exercise. According to a recent survey by the Sporting Goods Manufacturers Association (SGMA), North Palm Beach, FL, many employees exercise to have energy to get through the day. The article "Fitness is Here to Stay," page 9, identifies popular fitness equipment and incentives for motivating employees to get in shape.

Overall, employee services will play a greater role in fostering camaraderie among coworkers. Employees desire outlets for discussing social issues with one another, but they prefer to do so during work hours in order to have lives outside of work. Consider regularly surveying your employees about their opinions on current events and be sensitive to their beliefs when implementing new programs.

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- Each nominee must have written permission from his/her supervisor stating the employer's commitment to provide time and financial support.

Directors at Large attend and participate in four National Board of Directors Meetings each year (one in the winter, two during ESM Association's Annual Conference & Exhibit and one in the fall). Board members are responsible for their own travel expenses with the exception of hotel room nights, which ESM Association subsidizes.

Please submit your nomination along with your name and company to Cindy Jameson, CESM, via e-mail at cindy.jameson@twcable.com or fax to 727-796-5521 by **November 30, 2001**. You are welcomed to nominate yourself. For more information about the Director at Large position, contact Cindy at 727-431-8552.



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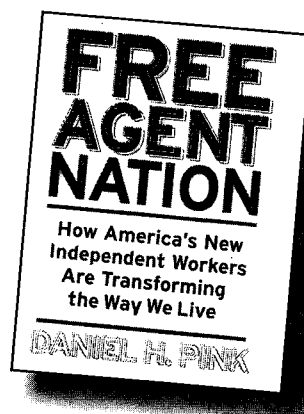
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Serving the free agent nation

In a slow economy, employees look to services that help them take control of their careers

By Michael P. Scott

In his book, *Free Agent Nation: How America's New Independent Workers Are Transforming the Way We Live*, Daniel Pink offers a peek into employees' changing attitudes towards work. His insights about today's job-hopping, tech-savvy, fulfillment-seeking, self-reliant workers prompted me to contact him for an interview to find out the effects free agency will have on the state of corporate America and the future of employee services. Here's Pink's perspective on the needs of the new workforce:

Scott: What is the free agent concept and why is it important that an organization be aware of it?

Pink: A free agent is someone who works untethered to a large organization, which includes freelancers, e-lancers, self-employed professionals, independent contractors, temps, interim executives, and small-business entrepreneurs. All told, about 30 million Americans (nearly one-fourth of the U.S. workforce) are free agents.

Scott: Why do employee services professionals need to have a handle on the free agent phenomenon when most of the employees they serve are in traditional 9-to-5 roles?

Pink: Because more and more employees are adopting a free agent mentality. If you understand free agency, you understand what's going on in the hearts and minds of today's top talent. Then, you can structure programs that meet their needs and help retain them.



Author, Daniel Pink

Scott: *What impact do free agents have on the traditional business world?*

Pink: Many of today's employees are saying goodbye to the traditional world of work as we know it and are embracing a new mindset where freedom is valued over stability. Self-expression is limitless and defining success on their own terms becomes key. Let's face it, today's employees have a lot more options than they had 20 years ago. Therefore, talented people need organizations far less than organizations need talented people.

Scott: *Isn't security important to these workers?*

Pink: Sure, but today's free agent sees the concept of security in a different light than those who are

in traditional work roles. Security is viewed in terms of choices and options. In fact, in my interviews with hundreds of free agents, the vast majority indicated that they felt more secure working in an independent capacity than in a traditional 9-to-5 role. Why? Their responsibilities were diversified. They had several clients to report to instead of a single boss.

Scott: *What advice do you have for readers with respect to the delivery of work/life programs, given the evolving nature of the workforce and our volatile economy?*

Pink: Stay abreast of the emerging workforce trends and make adaptations with the free agent mentality in mind. In an economic downturn, employees often take

the time to reflect on and reassess their options. In fact, with downsizing continuing to occur and job opportunities becoming tighter, many employees are being forced into free agency. This isn't going away. Rather than fighting it or ignoring it, the smartest business leaders are trying to understand it.

Scott: *Are there any additional areas that employee services professionals should be exploring to better address the needs of free agents?*

Pink: Take, for example, education. Free agents desire professional growth opportunities, so initiatives that promote independent, self-directed learning will be well received. Instead of offering petcare and dry-cleaning services, you may want to consider developing book clubs, distance-learning centers and even onsite home schooling groups for employees. Keep in mind that free agents seek to provide their talent (products, services, advice) in exchange for opportunity (money, learning, connections, freedom). That's the social contract of work in the 21st century. **esm**

Michael P. Scott is president of the Nevada Star Frontier Exchange, Carson City, NV, a strategic communications firm that assists individuals and organizations in reaching new frontiers of success. He can be reached at nevadastar4@earthlink.net. Daniel Pink is a regular contributing editor to Fast Company magazine and a former White House speechwriter. He can be reached at dan@freeagentrnation.com.



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Fitness is here to stay

Americans are still placing an importance on exercise, despite the low economy

By Mike May

Trends in the fitness equipment industry can help employee services providers predict their employees' future fitness needs. For example, statistics on the type of equipment consumers have purchased in the last year can aid them in the purchase of new equipment for the fitness center and the selection of new fitness activities. Use the following research in combination with an employee needs assessment to maintain a high level of interest in your fitness program.

Like Ol' Man River, the fitness equipment industry keeps rolling along. Sales gains at the end of the 1990s were not in the same league with the robust figures posted earlier in the decade, but remained steady in the mid-single digits. According to the *2001 SGMA State of the Industry Report* sponsored by the Sporting Goods Manufacturers Association (SGMA), North Palm Beach, FL, fitness manufacturers' sales increased six percent in 2000 and will climb to an equal amount by the end of 2001, barring a serious economic downturn.

The number-one demographic

Aging baby boomers, some 70 million strong, invented the fitness movement and show no signs of abandoning it as they age. If anything, they are becoming more committed to it: while there is no such thing as the fountain of youth, exercise is as close as you can get. Baby boomers, now age 36-55, increasingly have the disposable income, as well as the inclination, to join health clubs and to invest in home fitness equipment. A 1997 study by SGMA found that 33 percent of U.S. households owned

and regularly used fitness equipment, a figure that would have seemed impossible 20 years ago.

Market overview

Exercise equipment is sold into three separate markets through four major channels. The largest market is home equipment, which has grown strongly throughout the decade. The home equipment market has been mainly fueled by enormous gains in sales of treadmills and lesser, but still significant, growth in sales of home gyms and other weight-training equipment.

The 10 Components

Health clubs are the second market. Here, the number of facilities and memberships has grown steadily since the recession in the early 1990s. In 1987, American Sports Data, Inc., Hartsdale, NY, tallied 17.4 million health club members; by 1999, the number was 30.6 million, a gain of 76 percent. Perhaps more dramatic is the changing composition of this membership: between 1987 and 1999, the number of members age 35-54 increased 117 percent and those age 55 and older rose 253

percent. Membership in the 18-34 age group rose a paltry nine percent, perhaps forecasting a future difficulty for the industry.

The third market is "the vertical market," non-health-club installations ranging from corporations to hotels to apartment houses to university student gyms to hospitals and even to senior citizen residences. This market has been booming. For a major segment of the population, convenient access to a place to work out has become one of life's little luxuries. The four

channels through which equipment is sold—direct from the manufacturer, through mass merchants, through sporting goods stores, and through specialty stores—are all reported to be enjoying increased volume.

Meanwhile, sales to international markets have increased steadily as the health club industry established a beachhead in the U.K. and then spread across Europe. Australia is also fitness-conscious. Health clubs are increasingly popular in major Asian cities as well.

THE LATEST FITNESS TRENDS

In the new Millennium, fitness is still the "in" thing, according to the Sporting Goods Manufacturers Association's (SGMA) Tracking the Fitness Movement 2001 Report.

Weight Training: Women comprise 46 percent of the total users of free weights. Between 1990 and 2000, free-weight training, by both sexes, increased 67 percent. Women are more likely to use hand weights, while the men prefer barbells or dumbbells.

Women Muscle In: As far as participation is concerned, women outnumber men in fitness walking, treadmill exercise, stationary bicycling, stair-climbing machine exercise, aerobic rider exercise, cross-country ski machine exercise, elliptical motion trainers, aerobic dance exercise, abdominal machines, yoga/tai chi, fitness swimming, aquatic exercise, cardio-kickboxing, and stretching.

Exercise at Home: Americans spent approximately \$5.8 billion on home exercise equipment in 2000, compared to \$1.9 billion in 1990. Treadmills still lead the way in sales, but free weights, benches and home gyms have grown steadily. The trend towards treadmills has taken some of the fitness walkers inside—a trend that is likely to continue as the U.S. population ages.

Walk, Swim, Bike: The numbers cited for these activities have grown considerably, as many people simply perform these activities for pleasure, with no thought of fitness benefits.

Internet Connection: Fitness equipment can be connected to the Internet, both at home and in health clubs. You can receive instruction, information or distraction while exercising. A number of websites have evolved that provide instructions and record keeping.

Oldies, but Goodies: There are three old standards enjoying a rebirth—the medicine ball, pedometer and large exercise ball. These devices had fallen out of favor with personal trainers, but are now seeing a growing number of people using them.

Health Club Boom: Despite the weak economy, club managers state that membership has continued to grow during the first half of 2001, although at a slower pace. People will give up 'big ticket' items before they give up health club membership. Since 1987, total U.S. health club memberships have nearly doubled—from 17.4 million in 1987 to 32.8 million in 2000.

Hot Categories: Some of the equipment that is growing in popularity are elliptical motion trainers, which are no-impact; resistance machines, which provide unrestricted movements; and semi-recumbent stationary bikes, which are chair-like and more comfortable than the upright and recumbent versions.

Motivating employees to exercise

Many in the industry believe the reasons for exercising have changed over the past two decades. In the past, the paramount reason has always been related to vanity or "looking good." But now manufacturers are targeting "functional fitness"—the idea of being healthy and strong enough to get more out of your daily life, whether that means being a better doubles partner or hauling your groceries more gracefully into the house.

Casting a shadow on this fairly sunny outlook for the industry are participation statistics from American Sports Data, Inc., which found no appreciable increase over the past decade in the number of people who exercise frequently—that is, perform one or more of 22 discreet fitness activities at least 100 times a year. The figure was 51.5 million in 1990 and 50.4 million in 1999. The frequent exercise needle seems to be stuck on about 20 percent of the population.

Purchasing equipment

Manufacturers strive to reach their standard, which is expressed as "replicating the health club feel." The most discerning consumers demand this in their home equipment, and the pressure to meet that demand at lower prices has resulted in a strong move to quality and value.

In terms of home equipment popularity, the big winner remains the treadmill, accounting for more than \$840 million in wholesale shipments in 1999, far more than any other piece of equipment. Severe competition has gathered around retail price points between \$1,000 and \$2,000, and may be concentrating on the lower figure.

Popular and recommended versions are also available for less. Quality has improved greatly at all price points and consumers are indicating a willingness to pay a little more to get significantly better performance or enhanced electronics. Fitness equipment executives say the average price paid for a treadmill is actually rising slightly as consumers recognize the added value.

The same story of improving quality and declining prices applies to the home gym category, which has enjoyed increased sales because of the growing popularity of weight resistance training. Manufacturers' shipments of home gyms rose 350 percent between 1990 and 1999, from \$60 million to \$270 million. Strength training has increased markedly among women, many of whom were introduced to the practice by personal trainers. The number of women who train with free weights rose 134 percent between 1990 and 1999, from 8.3 million to 19.4 million. Indeed, lifting free weights is the single most popular form of exercise in the U.S. today, with 42.8 million participants in 1999. Treadmill exercise was second, with 37.5 million participants.

A no-impact aerobic exercise machine called the elliptical motion trainer was introduced in health clubs in the late 1990s and was an instant hit. Forms of this machine are gaining in sales for home use and may be cutting into sales that would have been captured by treadmills.



Future outlook

As with most sporting goods, the fitness industry is susceptible to an economic slowdown. A significant loss of consumer confidence would likely result in fewer health club memberships and the postponement of major purchases of home equipment.

Over the long term, most members of the industry are confident that the number of those who exercise will increase. This will occur, they believe, because science has shown exercise to be extraordinarily effective in preventing disease and improving health. A sedentary, overweight nation is an unhealthy nation, they reason, and the federal government and the healthcare industry have already begun campaigning to get people up and moving for their own good. **esm**

Mike May is director of communications for the Sporting Goods Manufacturers Association (SGMA), North Palm Beach, FL. He can be reached at (561) 840-1165, mmsgma@aol.com or www.sgma.com.



The Mini- Vacation Generation

Life in the fast lane has given birth to a new American vacation trend. Here's how to help your employees make the most of it.

By Rick Stockton

The long-standing American tradition of two-week vacations isn't a thing of the past just yet, but many travel-related businesses have noticed the emergence of another interesting trend: the mini-vacation. Broadly defined as a trip of seven days or less, the mini-vacation typically consists of a three-day, two-night excursion (considered the universal, low-end travel package). These getaways have incredible appeal among today's employees, who often find themselves overwhelmed at work, desperately searching for a day or two of time off to enjoy with family or friends. Add an economic slowdown and a fear of future terrorist attacks to that scenario, and it's no surprise that many employees will likely plan two mini-vacations this year instead of one two-week-long getaway.

In 2000, more than half of all travel in the U.S. was for two nights or less.

—Travel Industry Association of America (TIA)

Research by the Travel Industry Association of America (TIA), Washington, DC, also points to the popularity of mini-vacations. According to TIA's Travelscope® research, most domestic travel for the year 2000 was of the short-trip variety. In fact, more than half of all travel in the U.S. was for two nights or less. Weekend travel is also on the rise. Compared to five years ago, day trips and weekend trips are more popular than trips lasting one week or longer. One-third of American adults took five or more weekend trips in the past year.

Reasons for change

Why are Americans suddenly more inclined to shorter-stay getaways? First of all, they cost less. Many travel industry discounts and special offers require travelers to book their trips only a month or two ahead of time. Mini-vacations are also less of a guilt trip. Employees can take off, enjoy a few days of concentrated fun, and return to work knowing they won't have to spend valuable work time playing catch up. As for the kids, they miss only one or two days of school, so it's easier for them to make up homework assignments. Another mini-vacation plus is that families find them easier to coordinate around their busy, divergent schedules.

As the trend toward mini-vacations continues to gain momentum, many companies are enhancing their travel programs by hiring travel providers that specialize in short-trip destination packages. These providers offer employees a number of advantages:

1. Expertise. Once the decision is made to plan a mini-vacation, where do employees go to learn about the destination? Some call friends while others might contact a travel agent. The Internet has also become a popular source of travel information. However, employees working for companies that have established partnerships with mini-vacation travel providers have yet another option. They can consult with a company-promoted expert who specializes in booking packages to their destination of choice.

For example, a provider of Southern California vacations will likely have visited Disneyland theme parks at least once in the past 12 months, along with many of the other major attractions in

the area. In addition, there's a good chance the person who answers the phone has either stayed in or taken a personal tour of each recommended hotel. Thus, inquiring employees benefit from the travel provider's first-hand knowledge.

Travel providers frequently offer impromptu suggestions, which can add to the overall enjoyment of a vacation. These might include best times to travel, roads under construction to avoid, nearby hotels and attractions, shortest routes to the destination, and tips on terrific restaurants, shops and nightlife.

2. Service. Many travel suppliers offer consistently extraordinary service to employees and their families in an effort to build long-term relationships with companies. A skilled agent can help an employee package an entire mini-vacation in less than 10 minutes, including hotel accommodations and tickets to area attractions.

During the actual vacation, the travel provider can also be a friend. If a problem or misunderstanding occurs—whether at a theme park or hotel—the travel provider can usually clear it up quickly because they have built relationships with these organizations.

3. Best deals. Travel providers worth their salt offer unsurpassed vacation value. They work closely with hotels and attractions to secure the lowest possible prices. Resulting discounts are usually built into packages. Travel providers are often the first to announce special bargains, some of which are only available through the travel provider's services. Top providers offer additional discount opportunities through



The Mini-Vacation Generation

exclusive coupon books. These freebies can save employees hundreds of dollars at restaurants, stores and entertainment venues.

Although studies show that travelers prefer driving to mini-vacation destinations, some travel providers offer excellent discounts on airfares. By flying, employees can give themselves an extra half day or more at their destination—a vital consideration when planning a short trip.

4. Intangibles. Some travel providers make contributions to company-backed causes like the ESM Association Foundation. It's a simple process: When an employee purchases a vacation, the travel provider earmarks a portion of the package price to the cause. This gesture serves as an added incentive for employees to book a trip through the company's travel program rather than plan one on their own.

Back to basics

It could be that the mini-vacation phenomenon is simply a byproduct of another American industry trend toward balancing work and personal life. Recent stud-

ies have discovered that a majority of employees want to work for companies that give them time for life outside the workplace. A recent www.jobtrack.com survey found that 42 percent of all job seekers identify work/life issues as the most important consideration in their choice of a new job. Similar statistics from the PricewaterhouseCoopers Survey 2000 say the primary goal of 57 percent of college students is achieving a balance between personal life and career. So, it may be time to take this mini-vacation madness seriously. Helping employees balance their work and personal lives is likely to gain recognition for your company as a top employer.

esm

Rick Stockton is a freelance writer with 17 years of travel industry experience, including 12 years as a senior writer in the Advertising/Creative Department at Walt Disney World Co., Orlando, FL. He currently works as creative consultant for Get Away Today Vacations, South Ogden, UT. Stockton may be reached at (801) 373-5824 or rsstock@burgoyne.com.

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Keeping the Peace

Tips for implementing a conflict resolution program as a voluntary benefit

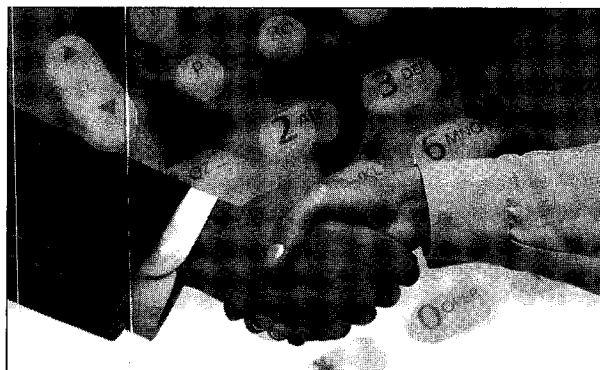
By John P. Biancardi and Daniel E. Wax

Whether it be a divorce, contractual dispute or insurance conflict, right now, a percentage of your employees are dreading the process, high cost and aggravation of taking their legal problems to court. They think their only choice is to litigate or arbitrate disputes. In fact, the civil process is forcing many of them to fight when they'd rather not. Essentially, when they turn over their dispute to an arbitrator or judge, they give up their power to resolve the matter themselves.

Yet, alternative means for resolving conflicts exist that are worth explaining to employees for the sake of their well being and the company's productivity levels. If you suspect that your company's absenteeism is increasing due to employee stress over legal affairs, an employee mediation program may be the answer.

Fact vs. myth

When defining mediation, we must first dispel myths about its purpose. Mediation should not be confused with litigation or arbitration. It is usually much quicker, far less expensive and, in some cases, available from



the comfort of an employee's home or office. Mediation is not a settlement conference, nor is it simply a matter of splitting the difference. Although it is informal by design, mediation can, and does, resolve complex legal matters. Any dispute that can be litigated can be mediated. In fact, many jammed court jurisdictions are recognizing the efficiency of mediation and mandating cases into mediation to relieve court congestion. Court-mandated mediation explicitly implies two of the many attributes of mediation: that all civil lawsuits are appropriate for mediation and any remedy that is available in litigation is equally available in mediation.

Understanding mediation

Mediation is a process in which disputing parties meet with a trained, neutral third party called the mediator. Attorney representation is not required, although it is permitted. Unlike an arbitrator or judge, the mediator lacks the power to impose a decision on the disputing parties. Instead, the mediator helps them explore their concerns and communicate constructively. The participants are guided to their own solutions and helped to create a mutually acceptable agreement. After all, the disputants are most intimately familiar with the problem and know best what it might

SAMPLE MEDIATION CASES

Case A: Nine years of marriage ended in a bitter split that threatened prolonged litigation. Two children and substantial property, including a business, were involved. A litigation might have taken a year to conclude, left the ex-spouses bitter and drained, and cost up to 20 percent of the estate. A three-day mediation produced an agreement, approved by the court, that both parties could live with. It cost slightly under one percent of the value of the estate.

Case B: A female supervisor and male supervisor were having difficulty working together effectively. The female supervisor had previously reported to the male before becoming his peer. This was impacting their respective departments as well as other areas of the company. In upper management's view, both were valued employees. Through mediation, they reached an agreement on how best to cooperate in the workplace.

Case C: Seven middle managers and professional level employees were upset with a member of upper management after receiving negative performance evaluations. Corporate Human Resources arranged for mediation. The outcome was agreement on clearer communications of expectations and consistency in evaluating performance.

Case D: A magazine publisher was about to sue a major advertiser over unpaid fees. The advertiser had a large cash flow problem that would be more difficult to solve with a lawsuit pending. A mediation produced the following creative result, impossible through the courts: the advertiser, through its trade association and other business contacts, arranged a guaranteed mix of advertising and cut-rate business services for the publisher. This allowed reduction in the unpaid fees, continuation of the business relationship and continued viability of the advertiser.

Case E: A young man, who required regular dialysis for end-stage kidney disease, was refused further treatment by the dialysis center he had been visiting. In addition, he felt aggrieved by his doctor, the local dialysis trade association and his health plan. This gentleman had initiated a lawsuit and was contemplating further legal action and a media campaign. Mediation clarified issues of behavior and promoted solutions that reinstated care in his health plan's network.

Case F: Union representatives and management of a major employer were at an impasse over new provisions for the existing collective bargaining agreement. Agreement was reached on the timing of introducing the changes and their impact on both sides.



take to reach an agreement. As with arbitration and litigation, the mediation agreement is fully, legally binding and enforceable in court, but only if the disputants want it that way.

Therefore, mediation is the opposite of litigation and arbitration. It is a guided and controlled cooperative process that often results in a "win-win" outcome. Litigation and arbitration, on the other hand, are adversarial processes that, by definition, provide a "win-lose" result. Mediation works best when applied early on in the conflict because there is little risk in trying it before litigation or arbitration and it is successful most of the time. If a disputant does not like the outcome, they need not sign the agreement. In the rare case that mediation fails, courts are always waiting and the disputants have spent little time and a fraction of the cost of litigation.

Choosing a provider

Companies are taking two approaches to offering employees mediation services as a cutting-edge voluntary benefit: as a discounted, pay-as-used benefit that costs employers nothing or on a capitated basis, for all employees' non-employment legal needs. A quality mediation benefit provider will have the means to serve employees or company subdivisions that are geographically widespread. The provider's mediator specialists should have expertise in a variety of conflicts and multi-cultural/multi-lingual capabilities to service a diverse workforce.

Fortunately, web-based and telephonic delivery of a variety of mediation-based services is becoming available and growing along with broadband capability. Real time, online video conferencing mediation is expanding, making pairing of top mediators around the country with disputants less dependent on geographic proximity and travel.

Finally, the mediation benefit provider should have ongoing quality control and certification of its mediators as well as efficient access, rapid response and protected links for confidentiality of mediation proceedings. After these conditions are met, the provider is likely to use simple telephonic and web links to initiate the mediation process accompanied by educational content that introduces employees to the nature of mediation.

Conclusion

Mediation is similar to litigation and arbitration in that mediation agreements can be fully, legally enforceable in court. However, there are three reasons why the mediation process is more attractive: (1) Disputants in mediation maintain control of the outcome; (2) Mediation is comparatively quick and inexpensive; and (3) Unlike litigation and arbitration, mediation can be confidential, it preserves relationships between disputants and often yields a "win-win" result. Conflict resolution services based on a mediation paradigm are a cutting-edge employee benefit. With proper quality control and easy access to such a benefit, your company is likely to enjoy decreased absenteeism and increased productivity while enhancing retention, job satisfaction and employee well being.

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John P. Biancardi, chief training officer, ConflictSolvers, LLC, Laguna Niguel, CA, was a presenter at ESM Association's 60th Annual Conference & Exhibit, New Orleans, LA. Daniel E. Wax, general counsel, ConflictSolvers, LLC, is a mediator, author of numerous articles on mediation and former litigator. Both authors can be reached at (888) 562-4000 or www.conflictsolvers.com.

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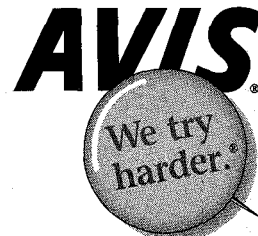
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Banding Together

ESM Association members use employee services to mourn the death of our heroes and find hope for the future

By Renee M. Mula, editor

When it comes to world issues, ESM Association members have been known to use their professional skills to unite employees and make a difference. Their immediate response to the attacks on America was no different. Members across the nation stepped up and fought against terrorism by implementing employee giving programs to show their support and Employee Assistance Programs to help employees deal with this tragedy. In an E-Mail Listserve* question, ESM Association asked members to describe how they rallied employees to help those in need. Here is a sample of their responses:

Karl Weiss, manager, work/life and recognition, Eddie Bauer, Inc., Redmond, WA:

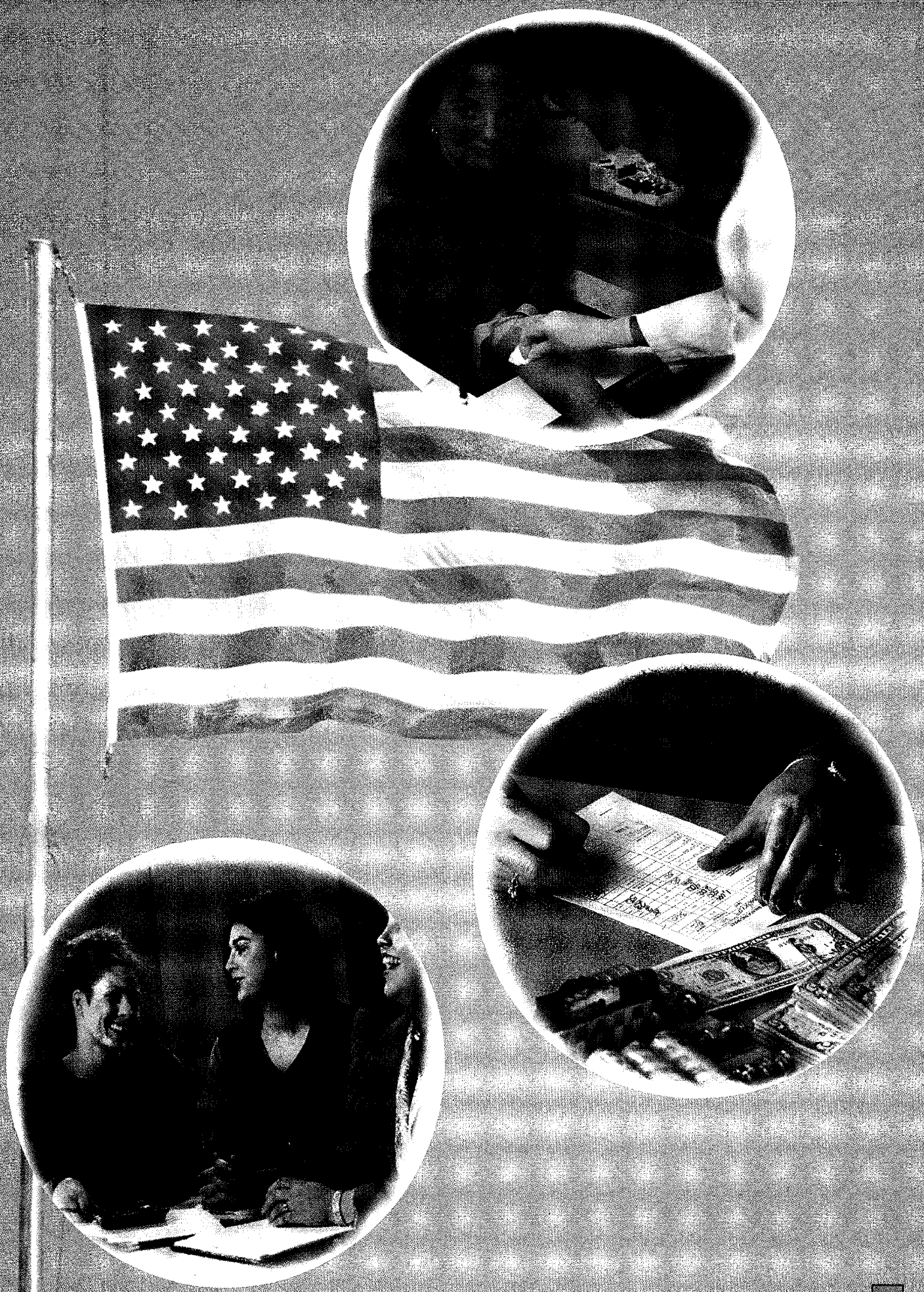
“1. We chose to have our Global Relief/Add a Dollar Program benefit the American Red Cross Disaster Relief Fund. So far, customers and associates have donated over \$250,000 to this effort. Our parent company is contributing an additional \$50,000 to the fund.

2. Our New York and New Jersey district directors are contributing to local efforts by donating clothing items.

3. We are encouraging employees to give blood to local blood banks over the next few months because blood bank representatives have estimated that more blood will be needed in the future.

4. Proceeds from our United Way fundraising efforts will be donated to United Way's September 11 Fund. We have held two auctions and a Mental Marathon Game toward this fundraiser.

5. Our associates also gave back to the local community by participating in a United Way Day of Caring.



Banding Together

This translated into more than \$67,000 worth of labor toward strengthening our community.

6. We are providing crisis debriefings and extensive Employee Assistance Program support to our retail associates in the New York and Washington, DC areas."

Mary Cusack, human resources representative, employee services and community relations, BAE Systems, Inc., Greenlawn, NY:

"Many employees are related to someone who works near the World Trade Center and some employees lost close relatives. Everyone is discovering that they know someone that knows someone that is either missing or dead. It is really a tragic time not only for those directly affected, but for our entire country. We invited a counselor to our site on September 12 and a number of employees have called our EAP program to receive help.

Patriotism is very high, and I hope it continues. We gave out flags for employees to put on their cars and lapel pins to wear to work. We are currently collecting monies for the American Red Cross and Salvation Army. Our company plans to match the amount contributed by the employees. It will take time to get back to whatever 'normal' is, but it's getting better."

Cyndi Fischer, employee services manager, Arch Wireless, Inc., Dallas, TX:

"We raised nearly \$1,000 by giving away American Flag stickers to employees who donated to the American Red Cross Disaster Relief Fund for New York. This sticker allowed them to participate in Dress Down Day. We are also participating in a Teddy Bear Drive. The bears are being shipped to New York and Washington, DC, and distributed to children affected by the tragic events on September 11. Employees who want to participate can donate a new Teddy Bear and attach a note, if they wish."

Barb Halcomb, supervisor facilities services, Farm Bureau Insurance, Indianapolis, IN:

"Our company has provided several outlets for employees to donate to various causes including the American Red Cross and United Way's September 11 Fund. The company will match the funds donated by the employees. We are encouraging employees to donate blood to local blood centers. We showed our patriotism the Friday after the attacks by wearing red, white and blue.

Local graphic design companies created American Flags with 'September 11, 2001, We Won't Forget' printed on them and distributed them to local businesses. Our company received about 400 flags on September 12 and they were gone in 20 minutes. The

graphics company very graciously delivered more flags that afternoon. The employees displayed them in their office windows and at their desks.

We also had a moment of silence on September 12 at 11:00 a.m., followed by a prayer and the singing of 'God Bless America.'"

Gillian Awker, resident accounts, Minnesota Masonic Home North Ridge, New Hope, MN:

"We are a nursing home facility with a Resident Council. Together, the employees and residents started a committee to raise funds for the American Red Cross. They made red, white and blue beaded pins to hand out to donors. For every dollar donated, Masonic Home will donate two dollars. Everywhere I look, someone is wearing a pin; it is very heart-warming to see so many people who care."

Mary Lou Deneau, assistant disability management, Detroit Edison Co., Detroit, MI:

"Our company is matching all donations to the American Red Cross. We shared a moment of silence with our CEO in our company's Peace Garden, located in front of our corporate headquarters. The American Flag popped up everywhere as our employees regrouped and united."

Conclusion

For many employees, the events that shocked our nation sparked an overwhelming desire to respond to those in need. As they attempted to cope with a new perspective on life and freedom, some employees sought comfort in donning symbols of patriotism, while others felt compelled to assist rescue workers and those injured by donating funds or blood. We can find hope that we shall overcome this tragedy in the actions of the employee services providers who planned these initiatives and the employees who participated in them.

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Renee M. Mula is the editor of Employee Services Management (ESM) Magazine, published by ESM Association, Oak Brook, IL. She can be reached at (630) 368-1280 or reneemula@esmassn.org.

*The information in this article was compiled from ESM Association's E-Mail Listserve. If you are interested in asking your peers for advice about employee services and receiving feedback via e-mail, see the ad on page 29 to sign up for this free member service.

In the Spotlight

Rummel, Klepper & Kaul, LLP, uses the intranet to get employees involved in employee services

By Christina Higby

Vital Stats

COMPANY: Rummel, Klepper & Kaul

HEADQUARTERS: Baltimore, MD

BUSINESS: Consulting Engineers Co.

NUMBER OF EMPLOYEES: 500

EMPLOYEE SERVICES: Community services, convenience services, recreation programs, special events, travel services, wellness programs and voluntary benefits.

SPOTLIGHTED EMPLOYEE SERVICE:

Company intranet site

INTERVIEW WITH: Richard Moore, human resource director and volunteer employee services representative through the ESM Association Maryland Chapter; with contribution from the Rummel, Klepper & Kaul Information Systems Group.

An employee services program is only as successful as the employee services provider's promotional efforts. To generate excitement about your programs, you must use the latest communication tools. With the increasing use of e-mail and the Internet, many companies have launched intranet sites for "employees' eyes only." These sites, which usually require a password for entry, inform employees about company news—making it an excellent place to advertise the details of your employee services programs. Employee Services Management (ESM) Association talked to Richard Moore, human resource director, Rummel, Klepper & Kaul (RK&K), about putting their employee newsletter and various Human Resource functions online.

How it works

Moore works with RK&K's Information Systems Group to post news items, update policy manuals and present an online version of the employee newsletter for the Human Resource Department section of the intranet site. Employees access the site through the Internet by typing in the intranet address, which is only accessible through company computers. Currently, the

company does not track the number of hits the site receives, but they estimate it receives up to 100 or more hits per day.

Main Page

The intranet site opens to a green and tan page with a spinning company logo to the left and the Company News section in the middle. Also to the left, a Table of Contents lists 10 different menu options such as Human Resources, Marketing, Online Manuals, Suggestions, and other engineer-related issues (See Photo A). The colors, logo and design are carried through most pages of the site.

The Company News section is the central feature on the intranet site. Here, employees can read short blurbs about such happenings as the opening of new offices, company events and employee community service projects. Occasionally, photos of these news items accompany the text. One of the most memorable events held in the last year was a Pep Rally that RK&K held to cheer on the Baltimore Ravens during the Superbowl. Moore posted pictures of employees enjoying pizza while donning their favorite Ravens' gear.

The screenshot shows the RK&K intranet site. At the top, it says "Rummel, Klepper & Kahl, LLP" and "RK&Knet". Below this is the "Company News" section. The first article is titled "Benefits site temporarily down" and is posted by Brian M. Dial on 2001-09-28 09:23:10. The second article is titled "Pictures of the new Richmond office" and is posted by Brian M. Dial on 2001-06-05 16:37:22. The third article is titled "Life Insurance Re-Enrollment" and is posted by Gina Miller on 2001-03-24 10:54:24. The fourth article is titled "RK&K Goes Business Casual For The Summer!" and is posted by Dick Moore on 2001-05-16 13:35:46. On the left side of the page, there is a "Table of Contents" with links to various sections: OAH Standards, CAD/CAM Applications, Software, Maryland, North Carolina, Virginia, Florida Resources, Marketing, On-Line Manuals, Project Support, Project Resources, Software Support, Training, Q&A Manual, and TRS. On the right side, there is a vertical list of links: Employee Information, 2001 Calendar, Backup/Restore Utility, Geopak Link Register, Manual Tracker, The RK&K Kronicle, and 2001 Promotions.

The RK&K Kronicle

The RK&K Kronicle is a monthly employee services newsletter that employees receive in the mail each month. As more employees acquired access to the Internet at their workstations, the Human Resource Department decided to post the newsletter online in addition to printing and mailing it each month. To date, about 64 percent of employees have access to the Internet. They can find the newsletter by visiting the home page of RK&K's intranet site and clicking on The RK&K Kronicle button. In this section, Gina Miller, editor, The RK&K Kronicle, posts in-depth articles about different employee services and provides an e-mail address and phone number for more information. Here is a sample of the programs RK&K employees can learn about both online and in the printed newsletter:

- **Community services.** A section in the newsletter is dedicated to describing RK&K's larger community service projects. This past

Photo A: The Company News section and all of RK&K's site links can be found on the Main Page.

spring, RK&K participated in the Multiple Sclerosis 150 Bike Ride in Chestertown, MD. Photos of RK&K's "Spin-gineers" bike team were displayed in the newsletter. Articles about the event helped recruit enough bike-riders (employees and their families) for RK&K to place second in the Number of Participants Category and first in the Amount Raised Category. *The RK&K Kronicle* also reports on its charity walks, Red, White and Blue Fridays (which raises money for the September 11th Relief Efforts) and employees' personal community service accomplishments.

- **Discounts.** The Human Resource Department presents employees with discounts on products and services, which are updated at the start of each season. Employee discounts include savings on movie tickets and discounts to amusement parks. RK&K also makes available to employees a VIP Corporate Pass to the Baltimore Aquarium and Baltimore Science Center. These passes give employees free admission through a special entrance to avoid long lines.

- **Company events.** Company events include everything from family picnics to pizza parties. When announcing a new event, Moore posts an article and includes pictures from last year's celebration (See Photo B).

- **Announcements.** The intranet site recognizes employees and boosts morale by announcing important employee milestones. From birth announcements to 20 Years of Service recognition, *The RK&K Kronicle* keeps employees informed about their colleagues' personal accomplishments.

Promotion

One of RK&K's goals is to have employees use the intranet site regularly. To achieve this, Moore educates employees about the site through e-mail notices of when the newsletter is updated online. A contest called the "Kron-test" encourages employees to visit the intranet site. Employees receive and answer trivia questions via e-mail. Par-

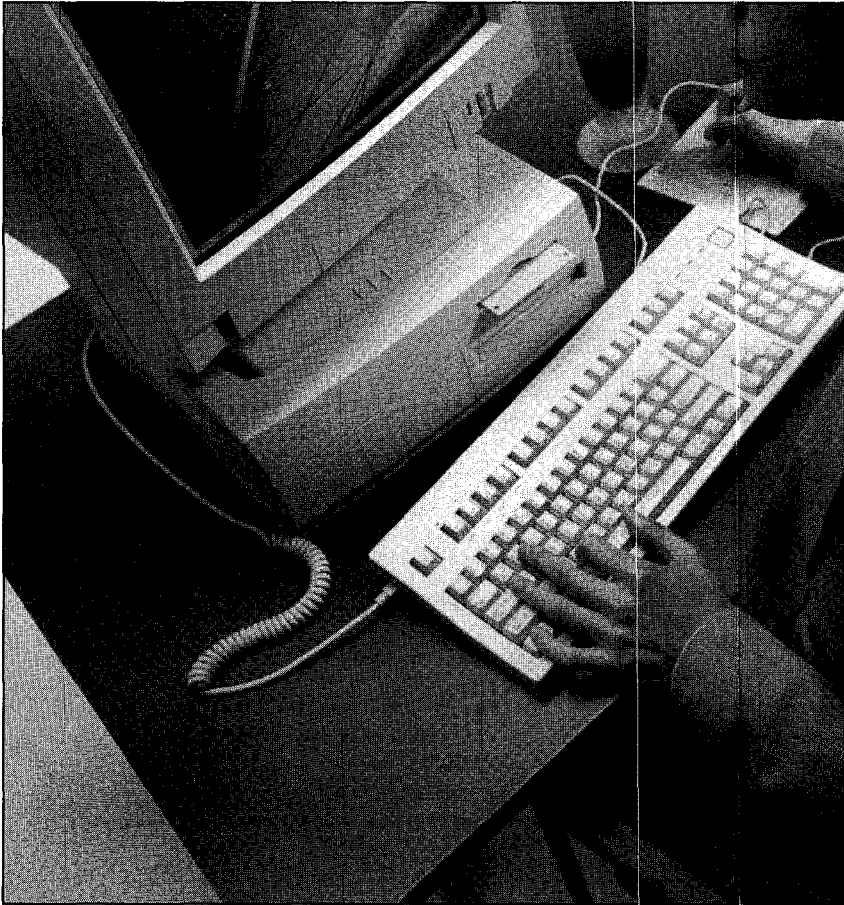
ticipants must visit the online newsletter to find out the answers and the prior month's winners, who receive two movie tickets. Another incentive to read the newsletter is the announcement of the "Item of the Month." Moore sends out an e-mail announcing a special RK&K merchandise item available at a discounted price. The details are posted online and printed in the newsletter.

Popular HR features

The intranet site offers employees several conveniences including a yearly calendar of events and holidays, and an HR Forms section that allows employees to download personnel forms for taxes, medical insurance claims and tuition reimbursement. This is helpful



Photo B: Employees can view pictures from past company events in *The RK&K Kronicle* section of the intranet site.



to in- and out-of-state employees because it eliminates having to go to the Human Resource Department to pick up a form or call to request to have it mailed.

One of the most popular pages on the site, and the most innovative online feature, is the Backup Restore Utility. When employees accidentally delete or lose computer files, they can submit this online form to the Information Systems Group to restore the files. Another innovative feature of this site is the Conference Room Scheduler, where employees can view and reserve space in one of RK&K's five onsite conference rooms.

Technology how-to

Now that you know what type of information is available on the RK&K intranet site, it's helpful to learn what technology is used to post the information. Moore and Miller are responsible for posting the newsletter and other company details on the site. The Human Resource Department creates the newsletter using Microsoft Publisher, then saves it as a PDF file to be posted on the intranet site. Moore then goes into a program called CuteFTP, a file-transfer application that

allows for Remote Editing to load the PDF file and replace the existing file. To post Company News items, Moore uses an administrative website, which gives him limited access to make changes to the intranet site. To post photos in the Company News, Moore enters through the administrative site and pastes them in as part of the article he is posting, saving them as jpeg or gif files. Moore and other Human Resource representatives produce the manuals, forms and other documents in Microsoft Word and WordPerfect and post them on the site by saving them as PDF files and using the CuteFTP to post the information online.

Conclusion

RK&K's intranet site not only improves communication throughout the company, but it is also cost effective. For instance, instead of having to make changes in the company manual, print the entire manual over again and then send it to each employee, the manual is changed on the site and available to all employees without the cost of paper or printing. Besides saving money, the company is also innovative in moving toward a paperless society. Functions such as the availability of forms on the site is convenient for employees, and the accessibility of the monthly magazine and company news keeps employees informed. Along with convincing more employees to use the site, RK&K hopes to add new functions that allow employees to check their vacation time and update their employment records online including their addresses and phone numbers.

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Sales tips for national associate members

Breaking into the employee services market is all about common sense

By Paul Hanlon

If you think the rules of selling in today's marketplace have changed, you're right. Talk to successful salespeople and they'll affirm that the business world is evolving day by day, and the employee services market is no different. With Employee Services Management (ESM) Association's 61st Annual Conference & Exhibit just around the corner (May 19-23, 2002), it's important to recognize that slick, fast-talking exhibit presentations no longer win the account. Today's employee services providers want not only the best products and services, but also a knowledgeable salesperson who truly cares about their reputation and bottom line.

Whether you're new to selling or a veteran, you undoubtedly want to know the secret to sales success in this market. The truth is that there is no secret; it's just common sense. Here are the top five common sense strategies guaranteed to entice employee services providers to buy your product or service.

1. Make them feel safe

One of the greatest human emotions is safety. People instinctively want to know that someone cares for them and is looking out for their best interest. Employee services providers are no different. The fact is, they won't buy a pro-



duct—at any price—if they don't feel it's a safe decision not only for their company and its employees, but also for them personally. Realize that, in many instances, the employee services provider could lose his or her job for making a bad purchase decision, so it's up to you to reassure them that you and your company are the best choice.

Reinforce a caring approach when supplying references. When ESM Association members ask for references, rather than simply handing them a sheet of names, tell them to ask how great you and your company are when things run

Some companies and salespeople are afraid to admit their shortcomings. They'd rather sweep mishaps under the carpet and hope no one notices.

smoothly and to ask how well you react when things go wrong. Your response to difficult situations is the true test of character that will let ESM Association members know you stand by your word.

2. Prove you're invaluable

In sales, small gestures mean a lot. Even if your intended solution is 20 percent more expensive than your competitor's, prove to prospects that you're worth 50 percent more because of the quality of your products, your ability to get the job done and your reputation. To do this, think about additional services you can offer that no one else has thought of yet. What can you do to make clients more comfortable and stress-free while using your product? For example, one company that sold trade show exhibits created a product for their clients called the Stress Relief Center. When they sent trade show exhibit material to the intended location, they also sent, free of charge, a crate that contained a chair, a small refrigerator stocked with food and drink, and a stereo system so the client would have a more enjoyable set-up process. This simple idea made them invaluable to their clients and paved the way for phenomenal future success.

3. Believe in your products and services

As basic as it sounds, believing in your products and services takes care of 90 percent of the selling process. Too many salespeople are mentally focusing on the negative aspects of their company's product. This causes them to lack the confidence necessary for sales success. When prospects sense there's

something about your product or service you're not proud of, they'll immediately seek out the competition. Successful salespeople realize that every product has both good and not-so-good points. That's why, in the computer industry, Macintosh and PCs can compete. One system is not inferior to the other; they're just different products with different features and benefits. Your job as a salesperson is to accentuate the positive features of your product or service and focus solely on what your product does best. When you have that kind of confidence in your company and the solutions it offers, your sales will increase.

4. Sort through your prospects

When you probe and ask questions, you can identify those prospects to which you should be dedicating extra time. Many salespeople fail to make the sale because they waste time on unproductive sales calls. In their quest to convert every prospect into a paying client, they attempt to manufacture sales that don't exist. This is counterproductive, to say the least. Only spend extra time with prospects who are serious and non-abusive. If a prospect badgers, humiliates or patronizes you, it's time to withdraw your offer. Realize that it takes twice as much effort to work with a hostile or unwarranted prospect as it does to work with a serious or pleasant one. When you're willing to let go of unproductive sales calls, you'll win more often.

5. Admit your mistakes

Some companies and salespeople are afraid to admit their shortcomings. They'd rather sweep

mishaps under the carpet and hope no one notices. To make ESM Association members respect you and want to do business with you, look at each problem or mistake as an opportunity for improvement. Rather than have a prospect or client point out an error, bring it to the forefront immediately and state how you intend to fix it. For example, if you mistakenly quote a prospect an incorrect price, infer that your product has features it doesn't or make an error with a prospect's prototype, admit your error, correct yourself and make the situation right. This shows ESM Association members that you're honest, have their best interest at heart and are willing to stand behind your products and services.

Conclusion

True sales success comes when you focus on ESM Association members' needs and prove to them that you have the knowledge, dedication and expertise to get the job done. If you want to be among the ranks of successful salespeople in the ESM Association market, forget about the selling tricks you've heard in the past and get back to the common sense elements of sales. When you do, ESM Association members will want to do business with you, and your sales figures will soar. **esm**

*Paul Hanlon is an entrepreneur, professional speaker and author of the book *Strategies of an Ordinary Multimillionaire: Simple Ideas for Achieving Magical Success*. For more information, visit www.paulhanlon.com or call (888) 528-2400.*

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The ability to develop and implement techniques for connecting with others is today's most vital skill.

work and life by planning—not canceling—professional conferences, dinner with friends, club meetings, and family get-togethers. Through these events, you will learn how to build a New Normal in alliance with kindred spirits. When we first saw the planes crash, we tapped our keypads to connect with those we treasure. Now, in healing and moving on, we need “face time”—face-to-familiar-face time with people who matter to us, so we can figure out how we feel and what we want to do next. We may cry, argue, go silent, and talk again, but we will do so in alliance. From soccer field to synagogue, boardroom to backroom, we gather to reduce the pain of life gone awry. Although the New Normal may be abstract, our connections to one another are real. By sharing our feelings in person, we will start the next chapter as a team.

Making connections

The ability to develop and implement techniques for connecting with others is today's most vital skill. Planning for the New Normal will mean recognizing our innate resourcefulness, reaching out to diverse others and realizing what is core in life. Coming together will be how we define who we are and where we belong in the New Normal. Managers will create new ideas for making meeting places more personal, whether it is holding an outside walking meeting or congregating on comfy couches, rather than around a boardroom



table. Staff meetings will be about the experience of camaraderie. Managers will make time for conversation before meetings; give thanks to their employees; and add participation elements that permit each person to express individuality.

Employee interaction

Cementing relationships are necessary in an uncertain world. Managers must offer support sooner and shine a light on the power of mutual respect. Rather than finding fault, we must praise the actions we want to flourish. Recognition will take on the form of communicating praise of coworkers to the people who matter most to them, such as managers or family members. We will find ourselves commending the good acts of even those who are troublesome to us. After all, we can't

support the positive side of people with only negative feedback. Blessings will be recited out loud, as we let go of our usual complaints and learn to overcome obstacles creatively, as a unit.

Conclusion

If we didn't get it before, we will in the New Normal view of life: life can be approached as a race to win or a journey where moments matter. Multi-tasking will be viewed as less of an accomplishment as we change our pace to seize the moment and strive to gather to create markers in our lives. We will essentially alter our ordinary routines and celebrate, reminisce and share together. These will be the first steps towards a united workforce and nation.

esm

This article is excerpted from the Say It Better Bulletin, an e-zine by Kare Anderson, cofounder of The Compelling Communications Group, Sausalito, CA. She may be reached at (415) 331-6336, kareand@aol.com or www.sayitbetter.com. Contributing authors to this article are Bruce Turkel, creative business breakthroughs expert and cofounder of Brain Darts™, Miami, FL; and T. Scott Gross, customer service guru and author of the books Positively Outrageous Service and Borrowed Dreams.

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The new normal

Working towards a new way of life

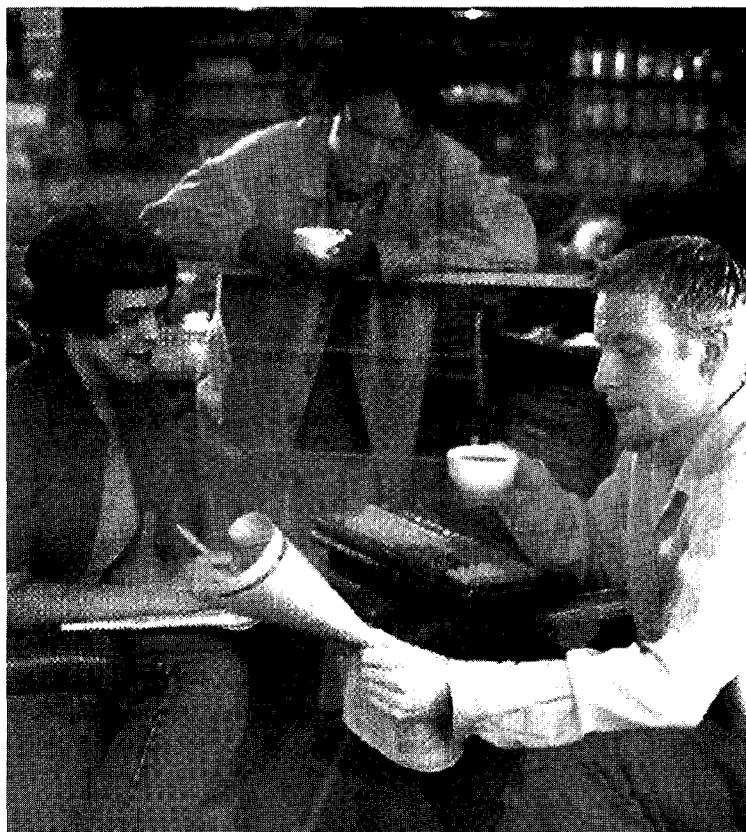
By Kare Anderson, with contributions from Bruce Turkel and T. Scott Gross

“What’s the next big thing?” The business magazine *Fast Company* asked this in a recent issue—a question that now has an entirely different meaning. Now, we wonder, what is the next thing? We’re not even as preoccupied with “fast” anymore. New York Mayor Rudi Guiliani says, “If you want to help America now, you can go back to your normal way of life.” Yet, all across the country, Americans are realizing that life will never go back to normal. Rather, we are beginning to grope our way toward a “New Normal” way of life. What that is, we do not know yet.

A recent Gallup Poll found that seven in 10 Americans feel depressed, and one in two find it difficult to concentrate. Americans are searching for a sane path in a less secure world. And feeling their way towards the New Normal is causing many to rethink their priorities in every aspect of their lives. According to *The Wall Street Journal*, “At nearly every level of the workforce, a subtle but far-reaching shift in priorities is under way. Values that were preeminent for many people—career, status, money, personal fulfillment—are now taking a back seat to more fundamental human needs such as family, friends, community, and connectedness with others.”

America’s new approach

How will we find the New Normal? We can start by recognizing that this isn’t the time for isolation or solo-performances. It’s the time to create new approaches to



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October 2001

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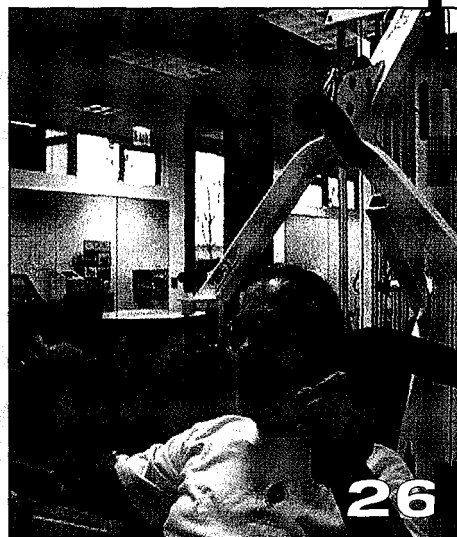
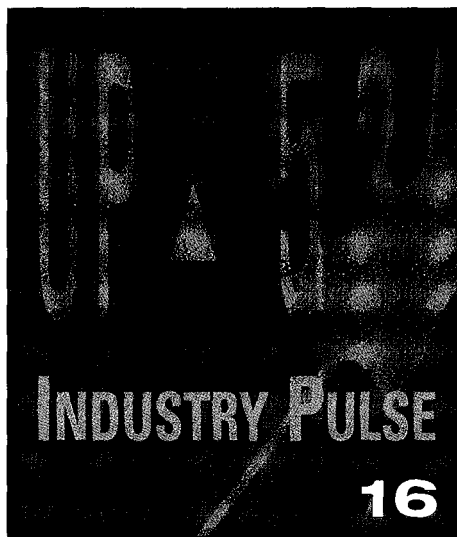
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Expert status

ESM Association members partner with ESM Magazine to gain publicity for themselves and their programs

In today's business world of budget cuts and downsizing, employee services providers who go the extra mile will see their careers flourish rather than dissipate. The idea is to remain an innovative player in the employee services industry and gain recognition for your accomplishments. Many ESM Association members have partnered with *Employee Services Management (ESM) Magazine* to get their companies noticed as employers of choice, enhance their careers and obtain recognition from peers. And, the process is easier than you may think. Read the following steps to getting published and consider writing an article yourself or commissioning your Public Relations Department to help you showcase your hard work and gain positive publicity for the company:

1. Write what you know. A quality story is more than a commercial for your company. It gives *ESM Magazine* readers extensive information that can help them do their jobs better. Topics to consider include describing a unique approach to a program, outlining steps taken to grow a program, explaining organizational strategies or sharing resources used to make an employee services provider's job easier. Once you've determined your expertise, contact the editorial staff to share your thoughts and obtain a copy of *ESM Magazine's* Editorial Guidelines.

2. Create an outline. The best way to organize your thoughts and increase your chances of getting published is to create an outline, submit it to the editorial staff and ask for feedback. Describe the program details in chronological order, including explanations of planning and decision-making processes. Where applicable, explain management's involvement. Remember to show results and tie your efforts into the bottom line.

3. Document your success. Depending on the amount of preliminary research involved, writing an article should only take a few hours. Most *ESM Magazine* articles are four double-spaced pages. When you're knowledgeable about a topic, there's a lot to cover in four pages, so the key is to stay focused and approach the article as though you are teaching a peer how to implement a program. Use subheads and bullet points to organize the information.

4. Editing. When considering an article for publication, the editorial staff looks for a story with fresh and timely how-to information that will appeal to employee services providers. Check that the story clearly explains the details of the program, connects staff members' names and titles to their specific program responsibilities and shows results. Don't worry too much about grammar and sentence structure. If the information is on the page, the editor can help mold it into a compelling story.

The benefits of writing an article for *ESM Magazine* are worth the small investment of time. Once your article is printed, you will receive copies that can be distributed at work and inserted in your portfolio. Many companies reprint the article and use them in recruiting materials. The results will position your company as an employer of choice and you as an expert in the field. Good luck!

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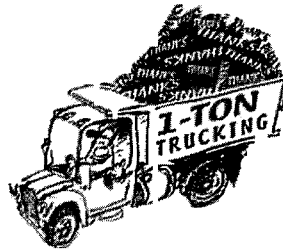
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A simple "thank you" boosts morale in the workplace

By Nan Zieleniec

It's one of the basic skills our parents taught us as toddlers. The lesson is to say "thank you" when someone does something nice for you. If your mom was anything like mine, she could probably teach a Ph.D.-level course in the art and science of expressing gratitude. The best part of her lesson was that she always gave me positive reinforcement for saying "thank you," which is probably why it stuck with me after all these years.

In reflecting upon the lessons my mother taught me, I long debated whether such a basic practice had applications in the workplace. If it did, how could it be successfully brought to life in an employment context? Could we develop a program that would be both meaningful and measurable?

Ring in the new millennium

In 1999, Y2K was on everyone's minds, so the Human Resource staff at Associated Estates Realty Corp., Cleveland, OH, decided to approach the year 2000 with a different twist. We set our sights on launching a fresh employee recognition program in January 2000 with a goal to disseminate 2000

thank-you notes (symbolized by one ton) throughout the organization. With an employee census of one thousand, our goal equated to an average of two thank-you notes per employee. Much to our amazement and satisfaction, we collected 2,601 thank-you notes by December 31, 2000. Now two years old, the Ton-of-Thanks program remains a vital part of Associated Estates Realty Corp.'s recognition program. Here's how the Human Resource Department implemented the idea.

Collecting a ton, pound by pound

Once senior management signed off on the program concept, we needed an attractive,

employee-friendly communication campaign, easy-to-access materials, immediate and tangible rewards tied to desired behaviors, a budget plan, and enthusiastic staff members.

With a graphic designer and human resource assistant on our team, we created collateral materials and a program logo, established parameters for the annual program and formed a communication plan. We set aside \$1,000 from the recognition budget, which covered the cost of printing thank-you notes and stickers, and purchasing the grand prize and additional interim prizes for the year.

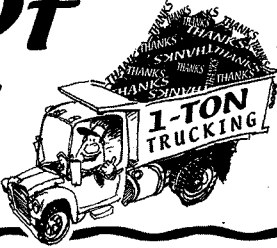
Two weeks later, we launched the program. An introductory article appeared in the company's quarterly newsletter and Ton-of-

The 10 Components

Figure A

A Ton Of Thanks

An AEC Employee Recognition Program



To: _____

From: _____

For: _____

**Send completed original copy to "...Thanks" recipient; forward one Xerox copy to Human Resources.*

Associated Estates Realty Corp. employees fill out a Ton-of-Thanks Form to send a thank-you letter to a coworker.

Thanks notes were made available at all employee locations in hard copy form and on the intranet site. All communication materials proudly carried the program's logo—a bright yellow, one-ton dump truck filled with thanks (See Figure A).

Employees quickly embraced the program. When an employee sent someone a note, the Human Resource Department received a copy and logged the information into a database. The staff gave thank-you note receivers personalized flyers acknowledging their good deeds, Ton-of-Thanks stickers to display in their work areas and recognition in the company's quarterly newsletter. Soon, we began seeing stickers on bulletin boards, personal computers and all around the workplace. Dump-truck stickers traveled throughout Associated Estates Realty Corp.'s 14 locations.

Incentives to participate

The Human Resource Department motivated employees to participate through the "Top Ten Tonner Club." The club is comprised of the top 10 employees who received the most thanks over the past year. The Top Ten Tonners were entered in a raffle to win a \$500 airline ticket to anywhere in the U.S. The top 10 employees who sent the most thanks over the year earned chocolate dump trucks.

Including customers

Half way through the program, the Human Resource Department decided that our customers might wish to express thanks to employees. As a publicly-traded real estate investment trust that specializes in the development, own-

ership and management of apartments across the U.S., we decided to give Associated Estates Realty Corp. "residents" an opportunity to join in the fun. Through the resident newsletter, we invited customers to stop by the leasing offices to complete Ton-of-Thanks Forms. This special addition to the program proved to be an excellent resident-relations tool. It was also gratifying for the employees who earned thank-you notes for their accomplishments.

Reasons for thanks

Participants gave thanks to one another for various acts of kindness—from a thank you to one employee for taking care of a vacationing coworker's goldfish to written paragraphs expressing appreciation for a team member's support on a difficult pro-

ject. Other displays of appreciation included a note to the chairman thanking him for assisting on a project and a note to a groundskeeper thanking him for shoveling snow during a blizzard.

Management support

A critical component of any long-term recognition program is senior management support. Lou Vogt, president and COO, says, "Our Ton-of-Thanks program is one-of-a-kind. The impact of these notes is profound—from the time they were exchanged in 2000 until today. The simplicity of the pro-

gram coupled with the motivational attributes for both the sender and the receiver might never be replicated through other programs. The fact that the program facilitates personal communication from peer to peer, regardless of position, status, location, pay level, or length of service, is a testimony to its success and enduring nature. I have to smile each time I see Ton-of-Thanks stickers in employees' offices and work areas."

Associated Estates Realty Corp. employees continue to utilize the program and proudly display their stickers. From child-

ren to working adults, it is clear that the simple gesture of a thank you travels a long way. Thanks, Mom! **esm**

Nan Zieleniec is vice president of Human Resources at Associated Estates Realty Corp., Cleveland, OH, a publicly-traded real estate investment trust. She can be reached at (216) 797-8792 x5126 or NZieleniec@aecrealty.com.

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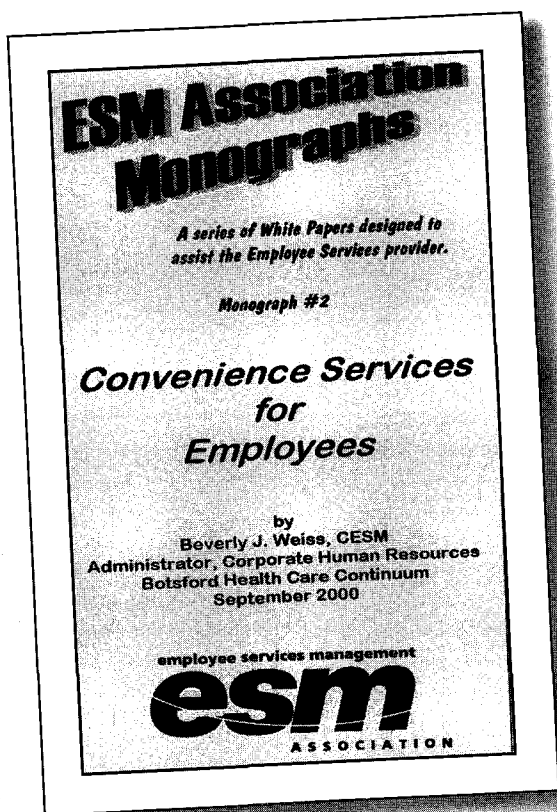
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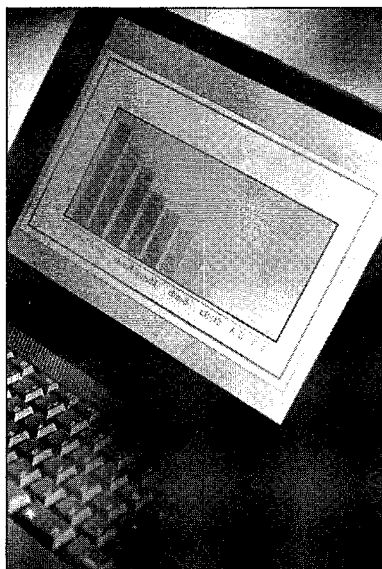
Small sacrifices help save companies and jobs during the slow economy

By John A. Challenger

As the economic slowdown that began in the manufacturing and high-tech sectors spreads to the service sectors, many companies are sacrificing perks to save money. While some cost cuts appear petty and unnecessary, few employees are grumbling because they understand that these relinquishments could be the difference between remaining employed or being laid off. During economic hardship, employee services providers who can identify creative outlets for cutting program costs will be considered valuable to the company. Here are some of the sacrifices companies and employees have made as a result of the slow economy:

Giving up perks

- Andersen split the cost of its corporate suites at The Ballpark in Arlington, TX, and Texas Stadium, Irving, TX, with another company.
- The City of New Orleans charges employees a biweekly fee amounting to about \$35 a month to rent city-owned cars.
- Ugo Networks, Inc., New York, NY, replaced its usual array of specialty-flavored coffees with the basic black variety and raised the price of onsite soft drinks from 25 cents to 50 cents after canceling its corporate subsidy.
- Lucent Technologies, Murray Hill, NJ, no longer provides employees with free bottled water



and coffee. The company now illuminates its cubicles with one fluorescent bulb instead of four. Employees with both a company pager and a mobile phone were asked to surrender one of the devices.

- Dow Jones & Co., publisher of *The Wall Street Journal*, eliminated the indoor plants at its offices in New York City and South Brunswick, NJ, to save maintenance costs. The company expects the move to save \$40,000 a year.

Involving upper management

- Jamie Dimon, chief executive, Bank One, headquartered in Chicago, IL, contributes to compa-

ny savings by paying for his own subscription to *The Wall Street Journal*—a policy he insists all other senior executives follow.

- When McKinsey & Co., New York, NY, asked its partners to contribute to a "capital call," some senior level directors contributed \$200,000 or more, and many partners contributed about \$50,000.

- Internet Security Systems, Atlanta, GA, scaled back travel, meals with customers and cell phone use. Several executives took pay cuts of 10 percent or more.

Incentives to help out

While some companies are cutting back, other companies are boosting expenses on incentives for

employees to obtain more business. Cushman & Wakefield, Inc., New York, NY, offered two tickets to a World Series game, the Super Bowl, a Stanley Cup Finals game, and an NBA Finals game to the broker who filled the top floor of New York's Equitable Building.

Conclusion

In today's economy, employees are dealing with the stress of a potential job loss and a feeling of powerlessness over not being able to help the company in difficult times. Therefore, if a cost-cutting initiative is positioned as an outlet for employees to give back to the organization, it can actually foster camaraderie and give employees a

sense of purpose. The key is to remind employees of the array of employee services they have enjoyed during their employment with the company and position any sacrifices they are asked to make as contributions to the organization. Remind them that, in many cases, the sacrifices are only temporary until the economy gets back on track. **esm**

John A. Challenger is the chief executive officer for Challenger, Gray & Christmas, Inc., a Northbrook, IL-based international outplacement firm. He may be reached at (312) 332-5790.

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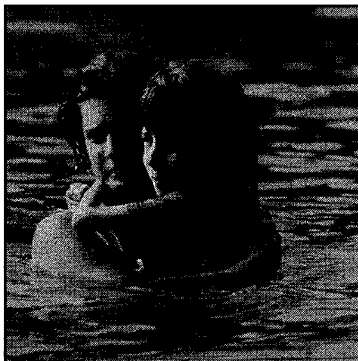
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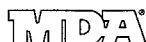
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Work/Life Lessons From a Leader



How New York Life created an award-winning work/life program that recruits and retains employees

By Angela Coleman

As a 156-year-old *Fortune* 100 global insurance and investment management company, New York Life Insurance Co., New York, NY, maintains high recruitment and retention by investing in its employees. One of the defining elements of the company's corporate culture is its Work/Life Program, which includes an onsite backup childcare center, onsite employee health facility, fitness center, maternity transition programs, flexible-work arrangements, adoption assistance program, and more (See Sidebar 1).

Since being known as an employer of choice is critical to the Human Resource Department's recruitment efforts, the company promotes its work/life initiatives both inside and outside the company. New York Life was recently recognized in *Working Mother* maga-

zine's "100 Best Companies for Working Mothers," *Money* magazine's "America's Best Company Benefits" and *Fortune* magazine's "Most Admired Companies." As the vice president of New York Life's Human Resource Department, I am distinctly aware that

implementing a work/life program that plays a central role in recruiting and retaining employees does not happen over night. Here's what I've learned from developing a work/life program from the ground up.

Review and listen

New York Life has a history of implementing employee services that help employees balance their work and personal lives. For example, the Employee's Health Facility, located at the Home Office, has existed since the building's construction in 1928. It takes up the entire 14th floor of the building and employs 21 full-time medical professionals. In the early 90s, New York Life had the foresight to package its offerings into a formal Work/Life Program and promote it as services that help employees maintain a balance in their lives.

Employees took advantage of these services then, but the Human Resource Department wanted assurance that the program continued to fulfill employees' ever-changing work/life needs. As a result, the Human Resource Department developed a company-wide survey that is now the driving force of the entire program. The survey covers several key areas, including overall employee satisfaction and commitment to New York Life, work relations with managers and coworkers, career development, and challenges employees face trying to balance their work and personal commitments. It asks employees to share what services they want now and identify what they anticipate they will need in the future.

The first survey was a tremendous success that resulted in the opening of our onsite backup childcare center, now one of the company's most popular employee services programs. Designed to accommodate up to 40 school-age children at one time, the center is one of the largest of its kind. In 2000, a total of 240 New York Life families used the center and 674 children are currently registered.

The Human Resource Department recently completed its third company-wide survey. Each one has provided invaluable feedback to enhance existing programs and help shape decisions regarding new programs. The results allowed the Human Resource Department to direct resources to the most-desired programs and provide employees with a strong voice in the decision-making process.

Individual departments benefit from the survey data as well. The Human Resource Department shares the data with department managers to help them understand the needs of their work units by being aware of relevant employee issues, strengths and challenges. This initiative helps identify and address important employee issues—such as job satisfaction and career development—as well as foster communications across departments.

Selected Work/Life Programs at New York Life

1. The Children's Center. Provides back-up childcare for parents as well as grandparents and is considered one of the largest of its kind with a total of 240 New York Life families served in 2000.

2. Employee Health Department. An onsite medical center provides medical services including consultations with doctors, laboratory tests, treatment for minor illnesses, massage therapy, physiotherapy, and X-rays.

3. Onsite Fitness Center. Offers an array of cardiovascular equipment and weight machines, a full-time staff of three and a wide variety of group classes. Currently, 816 members are registered.

4. Flexible Work Arrangements. Includes telecommuting, flextime, part-time, and the option to buy or sell up to five days of vacation time.

5. Maternity Transition Program. This program provides an extra 20 days care for infants ages three to six months, thus facilitating employees early return to work from their allowed 26-week childcare leave.

6. New Mothers' Center. A lactation center for new mothers wishing to continue breast feeding after they return to work.

7. Adoption Reimbursement Program. Partial reimbursement for employee adoption expenses and up to four weeks paid leave time for parents to bond with their new child.

8. National Resource and Referral Services. Includes childcare and eldercare services, college selection and financial aid services.

Survey benefits

After the survey and implementation process, we learned that obtaining employee support for new programs was easy when we responded to their needs. The less obvious factor was that conducting a survey provided us with the data, feedback and justification needed to win over senior management. Lunchtime seminars, support groups and the onsite fitness center provide convenient outlets for employees to fulfill personal needs, but for the programs to succeed, upper management and department managers must support employee participation in these services. The survey solidified the need for these services to upper management and justified to department managers that allowing employees to participate in these programs increases retention.

Upper management support was also needed to obtain the resources needed to establish and maintain the programs. Not all companies have a full-time work/life coordinator, which can present a challenge when trying to jump-start a work/life program. At New York Life, we believe a work/life program is a full-time job. Surveying our employees before building a work/life program helped us make the case for a full-time work/life coordinator and we are fortunate to have Kathie Lavin as our senior work/life consultant.

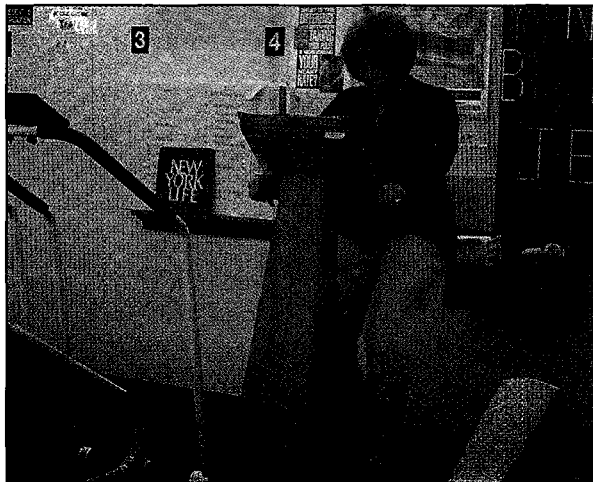
Communicate

You can listen to employees, convince senior management and build a great work/life program, but if employees aren't aware of it, they won't participate.



Children learn and play at New York Life's onsite back-up childcare facility.

We use New York Life's most popular means of communication to promote the programs and services available to employees. From the onset of employment, we provide employees with a comprehensive introduction to the work/life program in their initial employee orientation. Program information is also included in



A New York Life employee takes advantage of her onsite fitness center membership.

each issue of the employee newsletter and regularly updated on the company intranet site. Employees are further notified of special events and new programs through company-wide e-mail.

Obtaining ongoing feedback

Given the sheer scope of New York Life's surveys, we cannot conduct them every year. Yet, in between surveys it is necessary to continue monitoring the workplace and ensure that work/life offerings are current. To keep a pulse on the workforce, we continuously gather informal research by collecting ad-hoc feedback on individual programs, talking to staff in meetings and benchmarking with competitors. This process supports the Human Resource Department's core goals—to build and enhance work/life programs from the bottom up, always listen to employees and try to meet their needs.

Final thoughts

New York Life is currently wrapping up its latest survey, the results of which will spawn the next generation of our Work/Life Program. Whatever direction we take, we can be assured that the guiding principals of the program will remain. They can be applied to any organization:

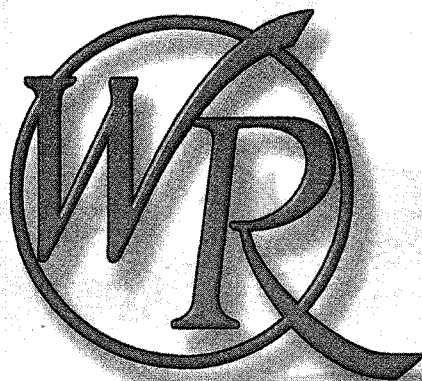
- Listen to your employees
- Begin with a few basic services
- Keep the services manageable
- Focus on quality rather than quantity of offerings
- Institute programs that are most likely to be universally used, universally beneficial and universally appreciated.

esm

Angela Coleman is vice president of the Human Resource Department at New York Life Insurance Co., New York, NY. She may be reached at (212) 576-6378 or angela_coleman@newyorklife.com.

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Industry Pulse

**From lunchtime seminars to patriotic-themed events
... employee services show no sign of slowing down**

By Cynthia Helson

Though the economy is on shaky ground, companies committed to offering employee programs that balance work and personal life are confidently continuing their scheduled programming. Employee services will have an increased emphasis on lunchtime seminars, stress reduction programs, patriotic-themed special events, and community services opportunities, according to *Employee Services in the Workplace: A Pulse of Economic Conditions*, a membership survey conducted by Employee Services Management (ESM) Association, headquartered in Oak Brook, IL. ESM Association members represent employee services managers responsible for implementing employee programs in companies worldwide.

Role in the workplace

In the recent e-mail survey, ESM Association Executive Director Patrick B. Stinson asked members, "As a result of the economic and national climate, do you expect your programs to increase visibility, remain the same or decrease visibility?" Eighty-one percent say their employee services program will gain visibility or maintain its current place in corporate culture. Of these, 36 percent plan to increase promotion of their offerings with either the same resources or an increase in resources dedicated to enhancing employee quality of life. Budgets also appear to be holding steady. Sixty-



EMPLOYEE SERVICES FORECAST

Statistics from *Employee Services in the Workplace: A Pulse of Economic Conditions*, a recent membership survey of employee services managers conducted by Employee Services Management (ESM) Association, Oak Brook, IL.

- 81 percent:** Say their employee services program will gain visibility or maintain its current place in corporate culture.
- 62 percent:** Expect their budgets to maintain their strength.
- 43 percent:** Plan to roll out lunchtime seminars aimed at calming employees and directing them in their quest for a "new normal" way of life.
- 40 percent:** Plan to incorporate patriotic themes into special events.
- 38 percent:** Will increase stress reduction offerings such as onsite massage therapy and yoga classes.
- 36 percent:** Have presented options for employees to contribute to local and national community service efforts in light of the recent terrorist attacks.

two percent expect their budgets to maintain their strength with 13 percent expecting to broaden exposure of their services through increased resources.

Effects of terrorism

In some cases, employee services managers will shift the focus of their promotional campaigns for special events and employee gatherings. Forty percent plan to incorporate patriotic themes into their special events. Service award luncheons, employee store promotions, dinner dances, and even everyday lunches in the cafeteria will feature a red, white and blue theme. Thirty-two percent will promote these events as opportunities to spend time with loved ones.

As a result of the recent terrorist attacks, 36 percent have presented options for employees to contribute to local and national community service efforts. For example, one company will donate its golf tournament proceeds to a local school for homeless children while employees of another company are decorating teddy bears for children affected by the September 11th events. Onsite vendor fairs will also generate revenue for special funds. Employee programs will be presented with messages of striving for work/life balance and embracing diversity (32 percent for both).

Stress reduction programs

Employees will turn to employee services managers to reduce anxiety. ESM Association's e-mail survey shows 43 percent of its members plan to roll out

lunchtime seminars aimed at calming employees and directing them in their quest for a "new normal" way of life. In the coming months, employees will flock to lunchtime seminars that promise solutions for relieving stress, refocusing investment strategies and planning family budgets for tough times. Thirty-eight percent of respondents will increase stress reduction offerings such as onsite massage therapy and yoga classes.

Conclusion

ESM Association's indicators show it's business as usual for most employee services managers. Employees fortunate enough to work at ESM Association member companies can count on morale-boosting activities that bring employees together to deal with these issues, make a difference in the community and focus on balancing work and personal life.

esm

Cynthia Helson is director of communications for Employee Services Management (ESM) Association, Oak Brook, IL. She may be reached at (630) 368-1280 or chelson@esmassn.org.

employee services management

esm

ASSOCIATION

Employee Stores

Community Services

Convenience Services

Dependent Care

Recreation Programs

Recognition Programs

Special Events

Travel Services

Voluntary Benefits

Wellness

Employee Services Management (ESM) Association, formerly the National Employee Services and Recreation Association (NESRA), is a nonprofit association that serves as an information resource network for over 3,000 members nationwide. These members are responsible for implementing and maintaining a diverse range of employee services. ESM Association believes that employee services, as practical solutions to work/life issues, are essential to sound business management. These programs improve relations between employees and management, increase overall productivity, boost morale, and reduce absenteeism and turnover. The association produces a magazine, *Employee Services Management*, offers resource information, hosts a National Conference & Exhibit and has nearly 50 local Chapters, plus much more.

To receive information about becoming a member of ESM Association, contact:

Jean Wilson, Director of Member Services
ESM Association
2211 York Road, Suite 207
Oak Brook, IL 60523-2371
630-368-1280 • 630-368-1286 FAX
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RE • ESTABLISHING

Expanding the ESM Association/Employee Preferred Benefits Relationship Seeks to Bring Employees and Employers Closer

IN THE TRADITIONAL WORK/LIFE MODEL, A PERSON'S JOB WAS TANTAMOUNT TO SUCCESS. FROM 9-5, PERSONAL AND FAMILY ISSUES TOOK A BACK SEAT. AS LATE AS THE EARLY '80s IT WAS COMMONPLACE, AND IN MANY AREAS EXPECTED, THAT A PERSON REMAIN WITH THE SAME COMPANY UNTIL RETIREMENT. IT WAS NEVER LABELED "CORPORATE LOYALTY", RATHER IT WAS SIMPLY "DOING YOUR JOB."

The Solution is Growing

Currently the ESM Association/EPB program includes eight major components:

- Discount Health and Legal Services
- e-Learning
- Employee Assistance Programs
- Employer Services
- Financial Services
- Insurance
- Merchandise
- Travel and Entertainment

Kurdziel is quick to point out that EPB's programs and services not only address voluntary benefits, but can also assist an employer with traditional benefits brokerage and consulting services. This allows the average employer the same services and value that a *Fortune* 1,000 company would expect. Employers select the programs they feel best benefit their employees. Within each program, there may be several available services. Within its discount health and legal program, for example, EPB offers a Preferred Choice Card which provides employees with discounts and special services from more than 300,000 health providers and facilities, 9,000 attorneys and mediators, plus travel assistance. Each employee can pick and choose the specific services they would like to use. The entire family has full access to all the services available under the card. That ability to customize down to an individual level is one of the hidden keys to the program's success.

"Over the past 10-15 years, there's been a real disconnect in the employer/employee relationship. The unspoken message from employer to employee is that 'we just don't care.' By addressing an employee's most fundamental concerns, such as their well-being and family life, we are repairing the erosion that has occurred," Kurdziel explained.

Tangible or Intangible, the Benefits are Real

More than a goodwill gesture, these voluntary work/life benefits are paying off real dividends for the companies — and employees — that are using them. The Boeing Company, Seattle, WA, was one of the first big corporations to start addressing work/life issues in the '40s when the company began

developing recreational outlets for its employees. By the '80s, Boeing had added discount programs that offered employees savings on travel, entertainment, and merchandise. By the '90s, the aerospace giant was providing workers with a work/life referral program and a health and fitness program. Today, the company offers employees nine health and fitness centers in the Seattle area alone, and over 100 recreational clubs for employees and their families.

"When we're out recruiting, prospects want to know what traditional benefits we offer. But often, it is those voluntary benefits that ultimately swing the deal in our favor," says Bud Fishback, CESM, Human Resource Manager for Boeing. According to Fishback, when it comes to recruiting, having a solid traditional benefits package is the ante to get into the game. What separates one company from another are the non-traditional benefits like voluntary work/life initiatives.

In some instances, the benefits are tangible. Before becoming Human Resource Manager, Fishback served as Recreation Manager. "I had this one employee who came in and said he had a job offer from another company in the Seattle area. He turned it down," Fishback recalls, "because they didn't have a gymnasium where he could go play basketball."

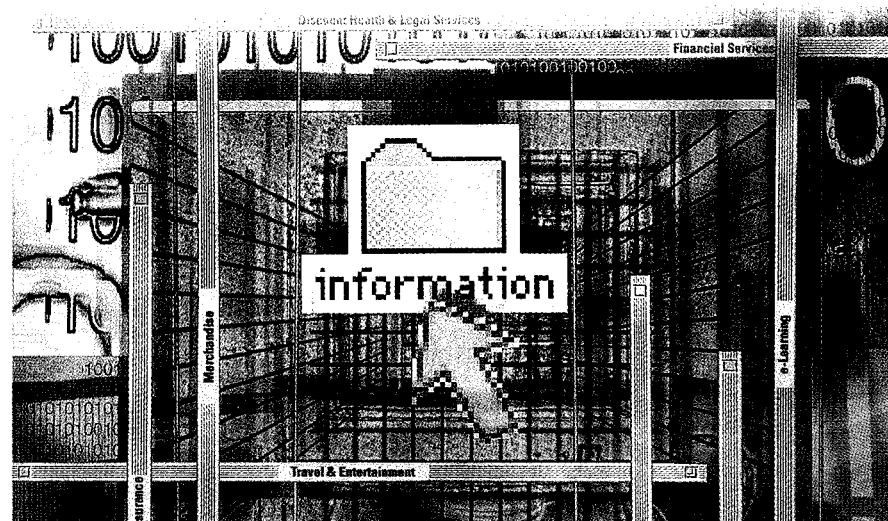
In other cases, the benefits are less tangible, as is often the case with ongoing education. One of the biggest growth opportunities Kurdziel and Fishback see is in the area of e-learning. "Ongoing learning has always been one of the keys to an employee's personal and professional growth. All you have to do is look

"When we approach a benefits provider, we're representing the interests of over 2,000 companies and approximately 8 million employees, and that's not even counting retirees and the families of current employees."

BOB KURDZIEL

CEO

Employee Preferred
Benefits



"As a manager of people, part of my job is to facilitate their growth and development and provide them with the resources to do their jobs more effectively. Basically, if they're not getting it here, they're going to go find it somewhere else."

BUD FISHBACK

Human Resource
Manager
Boeing

at the overwhelming success of tuition reimbursement programs to realize that e-learning represents the next step on that curve," Kurdziel said. In response, EPB has made its e-learning programs a major focus. Currently, the company's e-learning component provides for opportunities such as career training, IT development, university and graduate courses, vocational training, and special interest programs.

While the long-term benefits of such opportunities may go unnoticed, they are there just the same, says Fishback. "One of our employees went back to school to get two Masters Degrees and Boeing picked up the bill. She would tell folks at the office that she had received a \$15,000 raise. That's how she looked at it," he explained.

Strength at the Grass Roots Level

A big factor in the growing acceptance of voluntary work/life benefits has been the professional association's role in aggressively marketing the programs. Kurdziel stresses that without the active involvement of ESM Association, the work/life benefit initiative would not be enjoying the success it has. "ESM Association has been around for over 60 years. They represent some of the finest companies in the country who have been members for many years. Addressing employees' needs has been their bailiwick the entire time. ESM Association holds tremendous credibility in the marketplace and is a major knowledge resource," he said.

The ESM Association/EPB partnership represents numbers and that translates into negotiating power. "When we approach a benefits provider, we're representing the interests of over 2,000 companies and approximately 8 million employees, and that's not even counting retirees and the families of current employees," Kurdziel said. That leverage allows EPB to negotiate deals that go far beyond what even a large corporation may get.

For local ESM Association chapters, that leverage is proving very valuable. In addition to providing existing members with a greater ROI, EPB helps new members address retention and recruitment costs which brings in new member companies to the local chapters. "If it's important to an employer, it's a reason to become a member of ESM Association," Kurdziel said.

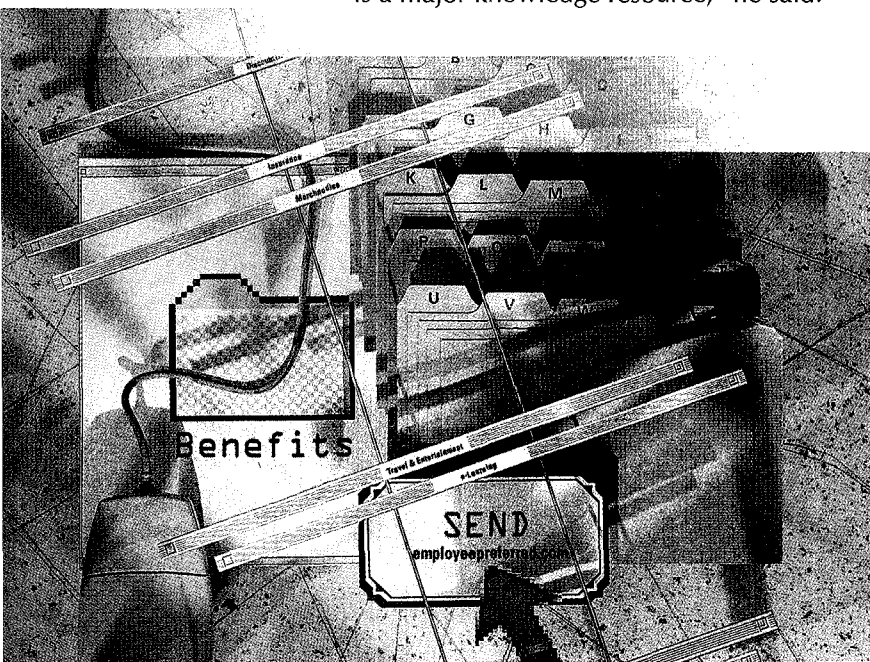
The Next Big Challenge

"The next big challenge for us, and to some extent the employers, is to help the employees realize what types of work/life benefits are available. Simply making the benefits available doesn't help the employer-employee relationship. Once the employees take advantage of the benefits, the employer sees increased productivity and retention," Kurdziel notes.

To some extent, employees' growing demand for these benefits will lead to a greater awareness of the availability. But EPB and ESM Association aren't counting solely on that. A major focus of the program will be employer-directed initiatives that aid human resource and benefits managers in communicating and explaining the options open to employees. An important new addition will be the Employee Portal that will allow employees full access to their benefits from their desktop, home computer or while traveling. And expanding services that address eldercare issues is a major focus with the aging of the population, says Kurdziel.

As Fishback sees it, those changes are not only welcome, they're necessary. "As a manager of people, part of my job is to facilitate their growth and development and provide them with the resources to do their jobs more effectively. Basically, if they're not getting it here, they're going to go find it somewhere else," Fishback concluded.

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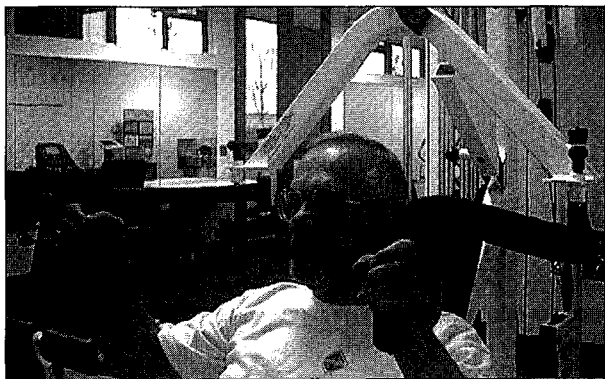
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The road to Good Health

International Truck and Engine, Warrenville, IL, motivates employees to get fit and reduces healthcare costs with its exercise event

By Chelle Pfiffner, MS

This year, over 2,000 International Truck and Engine Corp. employees from 22 plants across the U.S., Canada and Mexico separated into 230 teams to compete for the coveted "Traveling Trophy" in the Trucking Across North America event that promotes and rewards fitness activities in the workplace. The 13-week competition, held September 10-December 9 as part of the company's wellness program, is overseen by the Wellness Counsel Work Group, comprised of representatives from the Human Resource Department and United Auto Workers Union.



An International Truck and Engine employee at the Cantera, IL, onsite fitness facility participates in Trucking Across North America by performing a fitness activity he enjoys.

How it works

Teams comprised of 5-10 employees "truck" across a fictional 2,970-mile route from Baltimore, MD, to Richmond, VA. The teams earn mileage by participating in cardiovascular, recreational, strength training, and wellness activities. Every exercise mile equals 10 road miles. Each employee strives to perform a maximum of six exercise miles (60 road miles) per day and 36 exercise miles per week. Throughout the course of the event, they can earn bonus miles by participating in wellness and volunteer activities either onsite or in the community. Employees exercise on an individual level, track their own exercise time and submit scorecards every Monday to record their individual points and calculate team standings by the end of each week.

EVENT CALENDAR

Although Trucking Across North America begins in September, International Truck and Engine starts planning the event in June. Here is a brief timeline of the company's planning activities:

June: The Wellness Employee Assistance Program (EAP) Summit is held with representatives attending from upper management's Executive Wellness Counsel, the Wellness Counsel Work Group and local wellness teams. The representatives start developing the Trucking Across North America program for the year by discussing new changes, developments and ideas.

July: The Wellness Counsel Work Group begins recruiting employees as volunteer site coordinators to organize program activities and recruit participants for their respective facility locations. Group representatives visit the company's facilities to meet with employees and management, offering support, information and encouragement.

August: The Wellness Counsel Work Group begins company-wide promotions and site coordinators begin site promotions. The Wellness Counsel Work Group remains in contact with site coordinators by offering assistance and holding conference calls to share information and generate ideas.

September: At the onset of the program, each site celebrates its own Trucking Across North America kick-off event.

October-November: The majority of the program is carried out in these months. The site coordinators continue conference calls.

December: In mid-December, the program concludes, the winner(s) is identified and a celebration for the champion(s) is held. Most sites have a celebration, even if they don't win.

Employees can exercise whenever and wherever they like including exercising at a gym, gardening at home or walking outside. International Truck and Engine's Melrose Park, IL, Springfield, OH and Indianapolis, IN locations have onsite fitness facilities where a professionally-trained staff provides assistance, develops fitness programs and teaches classes. The company's headquarters office in Cantera, IL, and its Parts Distribution Center in Baltimore, MD house unsupervised fitness rooms for employees' use.

Marketing to different fitness levels

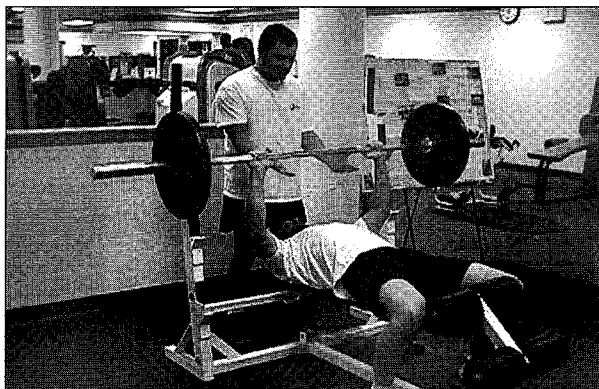
The program is designed to attract physically-fit and not-so-fit employees. The event's main fitness activities are geared toward beginners and encourage teams to earn enough mileage to get from Baltimore to Richmond by December 9. Advanced teams that arrive in Richmond before December 9 have the option of adding an extra leg onto their trip by "traveling" an additional 1,710 miles from Richmond to Escobedo, Mexico. An individual maximum mileage limit of six miles per day, or 36 miles per week, keeps the competition fair and ongoing through December 9.

Promotion

The Wellness Counsel Work Group uses flyers, e-mails, parties, and word-of-mouth to promote the event as a teamwork-based effort to stay in shape dur-

ing the holiday season. Upper management helps the Work Group generate excitement about the event. Pam Hamilton, senior vice president of human resources and administration, encourages employees to participate by leaving voicemail messages, and upper management forms their own competitive team, which includes John Horne, CEO, chairman and president.

The outsource firm Hill and Knowlton, Chicago, IL, generates local media attention for the event by drafting story ideas and sending them to various news sources. Firm representatives remain in constant communication with event coordinators, who inform them of all program activities.



Employees work in teams to strive for enough points to win the Traveling Trophy.

The Road to Good Health



The Indy-Gamblers from Indianapolis, IN, win first place for the second year in a row.

Volunteer involvement

International Truck and Engine aims to make the program customizable to the company's various sites while maintaining a certain level of uniformity. Each site plans its own activities such as parties and incentive ideas, but the basics of the program, such as how mileage is earned, are the same at every location.

Employees volunteer to be site coordinators and are responsible for the program at their locations. Site coordinators must understand their role, feel like they are making a difference in the workplace and receive the recognition they deserve for their dedication to the program. To clearly define role responsibility, the Work Group distributes planning kits and visits the sites to address concerns and answer questions. Upon the conclusion of the program, the Work Group sends thank-you notes to site coordinators along with copies to site managers and upper management's Executive Wellness Counsel. The Work Group also administers a survey when the program ends, allowing site coordinators to share ideas of what to address the following year.

Wrap-up

Every year, Trucking Across North America's participation levels increase. In 2000, teams averaged 5.4 hours of exercise per week, compared to 4.4 hours per week in 1999. Also, 91 percent of last year's participants completed the 2001 mileage challenge, up from 85 percent in 1999.

Participants are required to fill out pre- and post-program surveys measuring their exercise habits before and after participation. Last year, over half of participants reported that the competition improved their health, and 63 percent reported improved fitness levels. They also reported decreased weight, blood pressure, heart rate, and stress levels, as well as improved nutrition.

Showing results

According to the article "The Relationship Between Modifiable Health Risks and Health Care Expenditures," published in the *Journal of Occupational and Environmental Medicine*, reducing the risk of sedentary lifestyles results in healthcare savings. The study shows a significantly higher healthcare expenditure per employee per year for employees with sedentary lifestyles versus active employees. In 1999, International Truck and Engine's estimated healthcare cost avoidance savings was about \$800,000.

In 1999, the American Productivity and Quality Center, Houston, TX, selected International Truck and Engine as one of four best practices companies for health and productivity management. More recently, the company received the Health and Productivity Excellence Award designated by the Institute for Health and Productivity Management (IHPM), Scottsdale, AZ, a nonprofit research and development organization dedicated to establishing the value of employee health as a business asset and investment in corporate success. Also, for the last two years, the Wellness Council of America (WELCOA), Omaha, NE, awarded International Truck and Engine the Gold Workplace Award and designated it one of "America's Healthiest Companies." This October, WELCOA also recognized the company's health promotion program as a best practice.

The 13-week rivalry helps boost morale and keeps employees satisfied with their workplace. For eight years, Trucking Across North America has been a huge success and helps International Truck and Engine employees not only become more physically fit, but also build a stronger workforce. **esm**

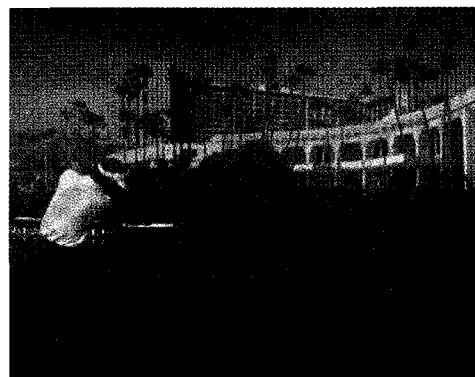
Chelle Pfiffner, MS, is the manager of Health Promotion Services at International Truck and Engine Corp., Warrenville, IL. Pfiffner may be reached at (630) 753-3104, Chelle.Pfiffner@NAV-INTERNATIONAL.com or www.InternationalDelivers.com.

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Non-Member Includes membership through 12/02	\$730	\$780
Associate/Supplier Non-Exhibiting	\$895	\$920
College Student	\$170	\$195
Retired ESM Association Member	\$125	\$125
One-day Registration \$ _____ (day rate) X _____ (number of days) = _____ Check dates of attendance <input type="checkbox"/> 5/20 <input type="checkbox"/> 5/21 <input type="checkbox"/> 5/22 <input type="checkbox"/> 5/23	\$260	\$285

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Under pressure

Helping employees manage the demands of work and life

By Michael P. Scott

Scenario A: An employee is working on a project for her supervisor when another manager drops in with a rush assignment. The employee agrees to work on the rush job and her initial project, while still attempting to leave work on time. As the pressure builds up, she snaps at her coworkers, misses her daughter's dance recital and ultimately upsets her entire family.

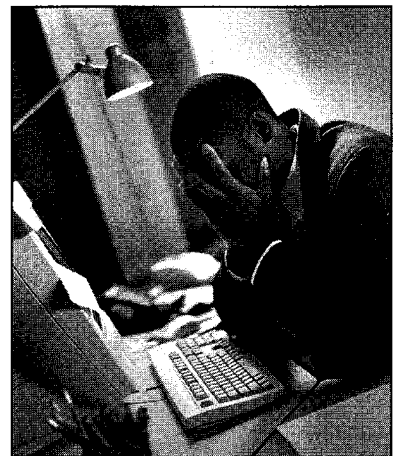
Scenario B: An employee has an overabundance of work to complete, yet he can't concentrate because his child is sick at home and his marriage is failing. Since his supervisor frowns on taking time off for personal matters, he must either use vacation days or have his pay docked to deal with these issues.

Stress in the workplace

These stories illustrate the point that stress is fully ingrained in today's workplace culture. In a recent survey by Kensington Technology Group, San Mateo, CA, nearly 46 percent of employees say their level of work stress increased within the past year. A similar percentage of employees say that technology, in particular the demands of voicemail and e-mail, increase their levels of stress. Two thirds of employees surveyed indicate that the cause of their

stress is directly related to the amount of work employers expect them to produce.

Work and life pressures can take their toll on today's employees. According to two studies appearing in the *Journal of Occupational Health Psychology*, the threat of layoffs and working long hours puts employees' health and safety at risk. The results of these studies suggest that employees who are insecure about their job stability are at higher risk for workplace injuries and accidents.



Stress also has a significant impact on a company's financial bottom line. Dr. Paul Rosch, president, American Institute of Stress, Yonkers, NY, and clinical professor of Medicine and Psychiatry, New York Medical College, Valhalla, NY, estimates the total cost of stress in the U.S. to be \$200 billion annually. He also points out that 75-90 percent of physician visits scheduled are for stress-related complaints and illnesses, which contribute to growing health insurance costs.

Offering help

Savvy employers recognize that employee services programs that provide employees with relief from day-to-day pressures help reduce healthcare costs and improve production. Apply the following ideas to your corporate culture:

Autodesk Inc., San Rafael, CA:

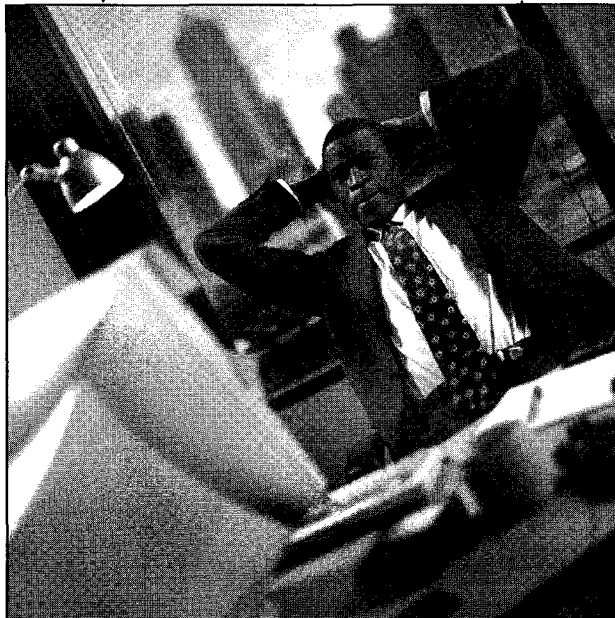
Autodesk requires managers to watch for signs of employee burnout and encourage stressed employees to take time off—without impacting their vacation time—to rest and renew themselves. The company also grants six-week paid sabbaticals to employees for every four years they work at the company.

Andersen, Chicago, IL:

Five years ago, Andersen hired a concierge service to help employees complete personal tasks. Over one-third of its 7,000 employees use the service to run errands such as clothing alterations, dry-cleaning drop off and pick up, oil changes, or hiring a person to wait for home deliveries or repairs.

Compaq Computer, Houston, TX:

Compaq's Employee Assistance Program offers brown bag lunch seminars that help employees deal with stress and work/life issues. Phil Hall, CESM, manager, em-



ployee services, says, "These programs are quite popular with our employees and are usually very well attended."

Microsoft Corp., Redmond, WA:

Microsoft developed a web page called "Tips and Tricks" that offers self-help resources such as book recommendations and web links to work/life balance services for employees and their families.

Baxter Healthcare Corp., Deerfield, IL:

In its internal job postings, Baxter indicates job positions with flexible work arrangements such as job sharing, flextime, compressed workweeks, and part-time hours.

Promotion

Many companies offer work/life services such as onsite ATM machines and take-home meals from the cafeteria, but not all employees

realize the time they can save by utilizing these services. Consider interviewing the employees who enjoy these services and ask them how much time they save. Then, use their quotes to promote the company's convenience services as anti-stress, time-saving techniques. In your promotional materials, create a scenario of how one employee used one or more of these services to save a specified amount of time. This information will encourage more employees to manage stress by taking advantage of company-offered services.

Conclusion

A loss of job security and the need to work longer hours leaves some employees with little time to ponder personal responsibilities, let alone attend to them. Employee stress is a real issue that directly affects a company's productivity, healthcare costs and morale. Work/life programs help retain the employees left behind after a merger and attract new ones to the company, despite highly-publicized job cuts. Consider helping employees deal with the stress of today's economy by promoting work/life services as outlets for relieving the day-to-day stress of personal responsibilities. **esm**

Michael P. Scott is president of the Nevada Star Frontier Exchange, Carson City, NV, a strategic communications firm that assists individuals and organizations in reaching new frontiers of success. He can be reached at nevadastar4@earthlink.net.

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The Centers for Disease Control and Prevention recommends washing hands with soap and water for at least 15 seconds.

than five times a day. Half of the employees in these two groups wash their hands only 10 seconds or less. On the other hand, medical and food service employees are more diligent about hand hygiene. A substantial majority wash their hands seven or more times a day (medical employees: 86 percent, food service employees: 68 percent) and for 15 seconds or more (medical employees: 69 percent, food service employees: 76 percent).

Encouraging hand washing

The SDA survey suggests companies could be doing more to encourage hand washing. While 93 percent of companies keep washrooms stocked with soap and towels, only 41 percent post hand washing reminders. Again, where you work plays a part—73 percent of offices and customer service facilities and 74 percent of maintenance and construction operations do not post signs reminding workers to wash their hands. Eighty-eight percent of food service facilities and 67 percent of medical facilities post signs, and those employees show the strongest performance in proper hand washing.

The good news is this poor hygiene trend can be reversed. According to Bock, "A key ingredient to improving hand washing in the workplace is better health promotion. Simple reminder signs in bathrooms, kitchens and other community areas dramatically improve compliance."

The survey also suggests a direct correlation between encourage-

ment and compliance. In businesses that post hand washing reminders, 72 percent of employees wash their hands five or more

Sidebar 1

When To Wash Hands At Work

- ✓ Each time you use the restroom
- ✓ Before and after staff meetings where food is served
- ✓ After reading newspapers or magazines in the break room
- ✓ Before and after lunch
- ✓ After using a coworker's keyboard or office supplies
- ✓ Before and after a meet and greet activity where attendees shake hands
- ✓ When using shared office equipment like faxes, phones, etc.

times a day. In fact, 38 percent wash their hands more than 10 times a day. CDC recommends washing hands with soap and water for at least 15 seconds. Since many employees wash their hands 10 seconds or less, a simple reminder of "Just Five More Seconds" posted near sinks will encourage employees to wash their hands longer.

Health promotion idea

Here are some tips on how to wash hands properly. Consider including this information in your health promotion materials or employee newsletter:

1. Wet hands with warm running water prior to reaching for soap.
2. Rub hands together to make a lather. Do this away from running water, so the lather isn't washed away.

3. Wash the front and back of hands, between fingers and under nails. Continue washing for 15 seconds or more—about the time it takes to sing the song "Happy Birthday."

4. Rinse hands well under warm running water.

5. Dry hands thoroughly with a clean towel or air dryer.

6. Alcohol-based hand sanitizers, gels or antibacterial wipes are useful alternatives if soap and water are not available, for example, when traveling in a car or taxi on the way to a business meeting, before eating an in-flight meal or snack, or at outdoor work settings.

Statistics from the 2001 SDA National Cleaning Survey, conducted by Opinion Research Corp. Int'l., Princeton, NJ, are based on telephone interviews with a national sample of 1,013 American adults. For more information on useful hand washing and food safety tips, as well as guidance for proper usage of laundry detergents and household cleaning products, visit SDA's website at www.cleaning101.com. **esm**

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Just five more seconds

Washing hands longer and more often prevents the spread of germs

By Brian Sansoni

As an employee services provider, you probably offer employees onsite flu shots during flu season, but do you provide information on how to prevent the contraction and spread of this infectious disease? Cold and flu season prompts many employees to use common sense cleaning practices at home to defend their families against harmful germs, but what about at work—the place where they spend most of their waking hours?

A recent survey by The Soap and Detergent Association (SDA), Washington, DC, reveals that the workplace is a weak link in the fight to prevent the contraction and spread of infectious diseases. According to the *2001 SDA National Cleaning Survey*, 40 percent of American employees neither wash their hands often enough nor long enough to prevent the spread of disease. The survey also found that 58 percent of companies don't encourage hand washing in the workplace.

Disease prevention

The Centers for Disease Control and Prevention (CDC), Atlanta, GA, recognizes hand washing as



one of the most important means of preventing the spread of germs. Americans spend \$1.3 billion on direct medical costs for the flu alone, and lost productivity in the workplace adds another \$15 billion to annual expenses.

"While most people can fight germs at home by using antibacte-

rial products and disinfectants, they have much less control over their work environment," says Nancy Bock, director of consumer affairs, SDA. "Proper hand washing is an employee's only defense against germs in the workplace. Washing five or more times a day is the first step, but employees also need to wash their hands thoroughly with soap and water for at least 15 seconds."

Statistics by occupation

Where people work appears to affect hand washing practices as well. The survey shows that 65 percent of maintenance and construction workers and 47 percent of office and customer service representatives wash their hands less

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Convince Me

***Win over management with a bottom-line
approach to employee services***

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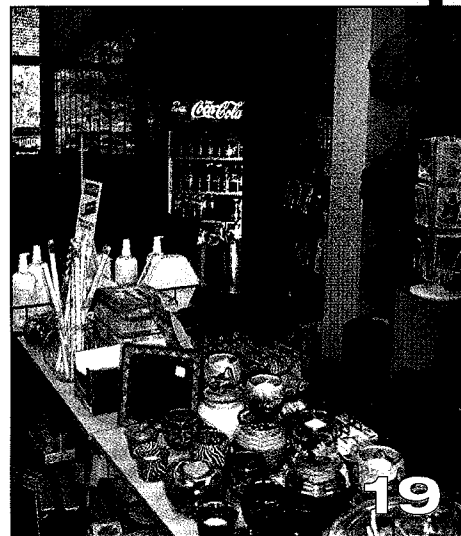
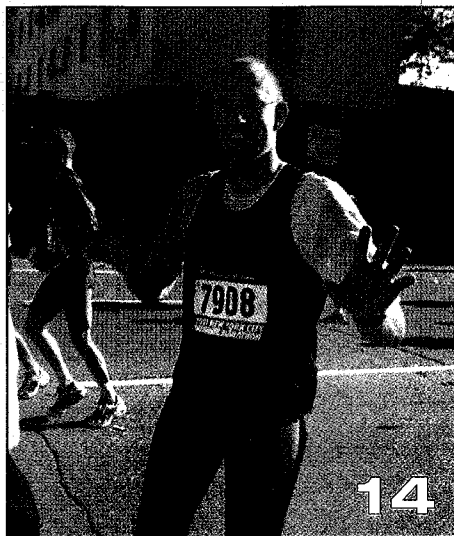
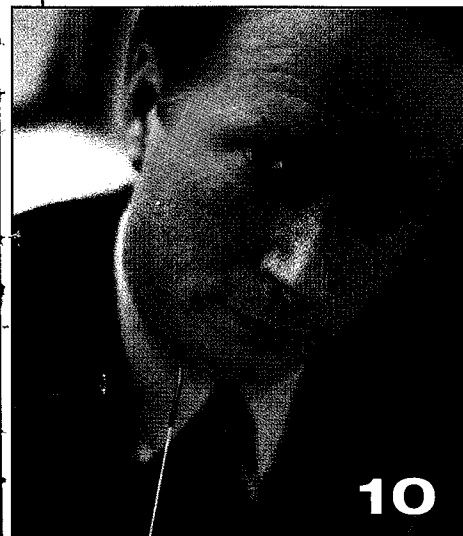
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19 In the spotlight: **Maxtor Corp.'s** **Employee Store**

Suzanne Kato, employee services coordinator and volunteer ESM Association representative through the Bay Area Chapter, discusses how vendor fairs, convenience services and knowing what employees want help increase productivity and boost morale at Maxtor Corp., Milpitas, CA.



Get involved

Volunteer to be a Session Chair at ESM Association's 61st Annual Conference & Exhibit

Would you like to get involved in ESM Association and meet new people without having to invest a lot of time? If the answer is yes, consider volunteering to be a Session Chair at ESM Association's 61st Annual Conference & Exhibit, May 19-23, 2002, at the Town & Country Resort & Convention Center in San Diego, CA.

Necessary Skills

A Session Chair is responsible for making sure the session begins and ends on time, introducing the speaker, presenting the speaker with a gift and making conference announcements. This volunteer position requires the following skills:

- **Interpersonal skills:** The Session Chair serves as an ambassador for ESM Association. The volunteer should act in a professional manner and feel at ease interacting with the session speaker and attendees.
- **Leadership:** The Session Chair must take the initiative to get the audience's attention.
- **Speaking capabilities:** The Session Chair should feel comfortable speaking and reading in front of a group.

Session Chair Responsibilities

The Session Chair position is an important job, yet an easy one to learn. Volunteers should register for the conference prior to volunteering for this position. After expressing an interest in the Session Chair position, you will receive a letter outlining the following duties required on the day of the session:

1. Plan to dress in appropriate business attire.
2. Go to the ESM Association registration area to pick up the speaker's biography, speaker's gift and session evaluation forms. Bring these items to the session.
3. Arrive at the session 15 minutes early and introduce yourself to the speaker.
4. At the session's published start time, approach the podium. Welcome the audience to the session, introduce the session topic, state the speaker's name and read the speaker's biography. Be brief—your introduction should take less than 60 seconds.
5. Sit down near the front of the room and enjoy the session.
6. Once the session has ended, approach the podium, thank the speaker for the presentation and present him or her with the gift on behalf of ESM Association.
7. As attendees leave the session, collect their completed evaluation forms.
8. After all of the attendees have left the room, bring the completed evaluation forms and a set of the speaker's handouts to the ESM Association registration area.

Sign Up Today!

As you can see, the Session Chair volunteer position is a great opportunity for you to get involved in ESM Association and hone your skills with little time commitment. Sign up today by contacting the Member Services Department at (630) 368-1280 or esmahq@esmassn.org and tell them that you want to be a Session Chair for the only conference covering all "Ten Components of a Well-Rounded Employee Services Program."

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Discount Savings Calculator

Prove how much money employees can save by using the company's convenience services program

By Thomas H. Sawyer, Ed.D.

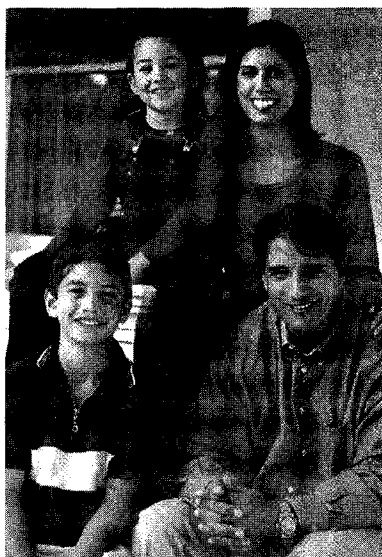
Are you looking for a new approach to promoting your convenience services program? Try proving to both employees and management the actual dollar value of the program by publishing the tale of a fictional family that utilized the program to save money. Here's how an ESM Association member outlined the services one family might use over the course of a year and the money they saved by choosing to shop through the company's convenience services program.

Meet the Wise family

Mr. and Mrs. Wise are both employed. They have one four-year-old child and one school-aged child. Mrs. Wise works for an ESM Association member company that offers its employees convenience services. The family adheres to a strict budget and always looks for bargains. Here's how this family of four saved money during a 12-month period by using the company's Wiser Ways Program.

Childcare savings

Mr. and Mrs. Wise use Happy Day Childcare for their four-year-old child. They received a 10 per-



cent employee discount through the Wiser Ways Program. The discounted rate for childcare is \$93 per week (regular rate is \$103 per week), saving them \$480 over a 48-week period.

Automotive savings

The Wise family operates two vehicles—a new mini-van and an older mid-sized car. Between the two vehicles, the couple purchased six oil changes at Rapid Trail, costing \$119 (regular price is \$137), saving \$18. They also bought a new muffler for the older car at Car Q for \$98 (regular price is \$115), saving \$17. Four tires

The 10 Components

from Mr. Tire cost the family \$157 (regular price is \$197), saving \$40. A minor car accident resulted in repairs at Bill's Body Shop, costing \$341 (regular price is \$379), saving \$38. Using Wiser Ways discounts, the Wise's automobile expenses totaled \$715 (regular price is \$828), which saved them \$113.

Personal savings

The Wise family purchased two pairs of eyeglasses from an eye-wear supplier for \$192 (regular price is \$256), saving \$64. For his wife's birthday, Mr. Wise bought a gold necklace from a jeweler who displayed merchandise in the company cafeteria. It cost \$115 (regular price is \$229), saving \$114. Mrs. Wise bought her husband a golf bag and cart at a local golf store where Mrs. Wise's employer had negotiated a dis-

count. She paid \$126 (regular price is \$140), saving \$14. The family's major holiday purchase was a computer from a supplier offering employee discounts, which cost \$1,379 (regular price is \$2,778), saving \$1,399. Using the Wiser Ways Program, the Wise family spent \$1,812 on personal items (regular price was \$3,403), saving \$1,591.

Travel savings

The Wise family took advantage of three vacation discounts through the Wiser Ways Program. In the summer, they spent a three-day weekend in Northern Minnesota at a lodge that offered an ESM Association member discount. Lodge accommodations cost \$140 (regular price is \$175), saving \$35. Mr. and Mrs. Wise spent Valentine's Day weekend at

the Suites Hotel. Two nights cost \$118 (regular price is \$178), saving \$60. The cost for these two activities equaled \$258 (regular price is \$353), saving \$95.

The entire family took a one-week vacation to Florida through the Wiser Ways Group Travel Program. Airfare cost \$1,216 (regular price is \$1,352), saving \$136. The vacation package included hotel accommodations and tickets to two theme parks. The cost was \$1,621 (regular price is \$2,494), saving \$873. Through the National Theme Park Program, the family purchased discount cards for three more attractions. They spent \$148 (regular price is \$174), saving \$26. The Wise family's Florida vacation, including airfare, hotel and theme park tickets, cost \$2,985 (regular price is \$4,020), saving \$1,035.

Total savings

The Wise family took advantage of 14 different Wiser Ways Program services in one year. For childcare, automotive expenses, personal items, and travel costs, the Wise family spent \$10,234 instead of \$13,548. They saved \$3,314. This example proves that utilizing Wiser Ways discounts leads to significant savings. Use this information to formulate a Discount Savings Calculator for your company's convenience services program. Then, publish the information in the employee newsletter or online to encourage employees to take advantage of the program. **esm**

Excerpted from the book Employee Services Management: A Key Component of Human Resource Management by Thomas H. Sawyer, Ed.D., professor in the Department of Recreation and Sport Management at Indiana State University, Terre Haute, IN. To purchase copies of this book, visit www.esmassn.org or contact ESM Association at (630) 368-1280 or esmahq@esmassn.org.

THE WISE FAMILY'S ANNUAL SAVINGS			
CONVENIENCE SERVICE	EMPLOYEE RATE	REGULAR RATE	EMPLOYEE SAVINGS
Childcare			
48-week session	\$93/week	\$103/week	\$10/week
TOTAL:	\$4,464	\$4,944	\$480
Automotive			
6 oil changes	\$119	\$137	\$18
1 new muffler	\$98	\$115	\$17
4 tires	\$157	\$197	\$40
Repairs	\$341	\$379	\$38
TOTAL:	\$715	\$828	\$113
Personal			
2 pairs of eyeglasses	\$192	\$256	\$64
1 gold necklace	\$115	\$229	\$114
1 golf bag with cart	\$126	\$140	\$14
1 computer	\$1,379	\$2,778	\$1,399
TOTAL:	\$1,812	\$3,403	\$1,591
Travel			
Northern Minnesota trip	\$140	\$175	\$35
Suites Hotel stay	\$118	\$178	\$60
Florida airfare	\$1,216	\$1,352	\$136
Florida vacation package	\$1,621	\$2,494	\$873
Attraction discount cards	\$148	\$174	\$26
TOTAL:	\$3,243	\$4,373	\$1,130
ANNUAL TOTAL:	\$10,234	\$13,548	\$3,314

LUV is in the air

A strong employee culture helps Southwest Airlines soar after September 11

By Cindy Kazan

Southwest Airlines was the first major carrier to report third-quarter earnings after September 11 and, according to the Associated Press, analysts expect it will be the only carrier to post a profit. Southwest is also the only airline that has not announced layoffs since September 11, and James F. Parker, chief executive, says they are not contemplating any either. According to John Christensen, CEO, ChartHouse Learning Corp., Burnsville, MN, "The smartest strategy Southwest has pursued is the deliberate creation of a culture characterized by committed, happy employees. This is truly what is behind their success." (See Sidebar A, p. 8.)

Just how committed are Southwest employees? Immediately following the terrorist attacks, employees generated a grassroots response to help their employer. They announced plans to help the airline save money by working some hours without pay. Employees named the program "Pledge to LUV"—after "LUV," the company's stock symbol.

Giving back

After September 11, senior management became inundated with offers from employees to perform various money-saving gestures for the company such as donate their profit sharing back to the company

and mow the lawn at the corporate headquarters in Dallas, TX. In response, employees at the headquarters' location formed a volunteer committee to implement Pledge to LUV, a giving program



where employees made donations to the company. The committee publicized the Pledge to LUV program through all internal communication tools available, including a daily e-publication called Today@SWA.

How it works

Through the Pledge to LUV program, donating employees volunteered to work a predetermined number of hours off the clock (up to 32 hours) during November and December, and then donate their pay to the company. Each participant filled out a form that documented how many hours of pay they wanted to donate and how

Sidebar A

CULTURE ON TAPE

Southwest Airlines recently partnered with ChartHouse Learning Corp., Burnsville, MN, to capture the essence of Southwest's employee culture in a video entitled "It's So Simple." The company presents this learning tool during employee orientations to teach new employees about the culture, and during outside presentations to inspire other organizations to create a successful employee culture. Employee services providers should consider creating a video that personifies their company's culture through footage of workers participating in employee services programs.

John Christensen, CEO, ChartHouse Learning Corp., will speak at ESM Association's 61st Annual Conference & Exhibit, May 19-23, 2002 at the Town & Country Resort & Convention Center in San Diego, CA. ChartHouse Learning's best-selling learning program FISH!, inspired by Seattle's World Famous Pike Place Fish Market, took the corporate world by storm with a simple message of wholeheartedness, personal responsibility and fun in the workplace. Christensen is also the co-author of *FISH! A Remarkable Way to Boost Morale and Improve Results!* (Hyperion), with one million copies sold.

many hours of pay to deduct from each paycheck during those two months. The pay was then subtracted from the employee's paycheck via payroll deduction. Employees could divide the donation up among paychecks. For example, employees donating eight hours of pay to Southwest could request that payroll deduct three hours of pay from each November check and one hour of pay from each December check. This way, employees could plan for expenses such as holiday shopping and personal financial needs.

Participation was made confidential so that employees unable to participate didn't feel pressured to contribute. The program allowed employees to rally behind Southwest and help their company weather the storm. Southwest projects that the program will give \$1.2 million back to the company.

The culture

Southwest's management team believes employee services and benefits develop a devoted employee culture that will, in turn, encourage employees to deliver the best possible service. The airline is known for its participation in community activities and charities. Southwest employees and their families receive travel benefits that include free travel on Southwest and discounted travel on other airlines. The company often promotes from within, in fact, many members of the senior management team started their careers in entry-level positions at Southwest. Employees share their ideas and often witness the implementation of those ideas. The company offers a 401K program, flexible insurance program and stock options to all non-contract employees. In 2000, the profit-sharing

program donated 16 percent of each employee's pay back into an account for that year's profits. The percentage has steadily increased over the years.

Proven results

The attacks on September 11, and the events that have transpired since, have brought a renewed sense of unity and camaraderie to workplaces nationwide. Herb Kelleher, the longtime CEO and now chairman of Southwest says, "A company is stronger if it is bound by love, rather than by fear." Now, even in the face of unprecedented challenges, this philosophy has made Southwest strong. **esm**

Cindy Kazan is a freelance writer. She can be reached at (414) 352-3535 or cindy@communik-pr.com.

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Success in an unstable economy

How to solidify your job position and grow your program during tough economic times

By Renee M. Mula

Employee perks may come and go as business philosophies change, but over the years, employee services have remained an important asset to corporate America. In short, employees spend most of their waking hours at work and employee programs help make that time more enjoyable. Some employee services providers struggle to obtain management support for their programs. Knowing that workers enjoy the employee store or can't live without discount tickets is not enough information for some upper-level managers to stand behind these services. The key to growing an employee services program is to acknowledge the industry's past, remain abreast of future trends and speak the language of top management when proposing new programs.

Cultural change

Interpreting the history of employee services helps to understand its future direction. As an employee services provider, it is important to notice how social change affects the popularity of particular programs.

For example, during the 70s, a recreation trend encompassed the employee services field as Baby Boomers graduated from college and entered the workforce. This young and active group enjoyed participating in sports leagues and special interest groups, which

A successful program offers a variety of services targeted to fulfill employees' needs.

built teamwork and fostered camaraderie. Soon after, the Women's Movement brought an influx of females into the workforce, influencing many recreation programs to form co-ed and women's leagues.

During the 80s, a more global economy forced companies to restructure. Those employee services providers who survived these changes focused on boosting the morale of the remaining workforce. At the same time, single-parent families became more prevalent. Employees found themselves devoting less time to after-work activities and more time to their children. The need for family-friendly programs and childcare facilities became the new focus.

In the 90s, the family-friendly concept evolved into work/life balance, as employees—with or without families—fought to balance work and life in a stress-induced business world that pressured them to work longer hours, leaving little time for personal lives. The need for balance has carried over into the new millennium, as employees voice a desire for convenience services that save them time and money. Recreation programs have shifted their focus to health and wellness, and the fluctuating economy and state of our nation is moving many employees to seek outlets for reducing stress and remaining centered.

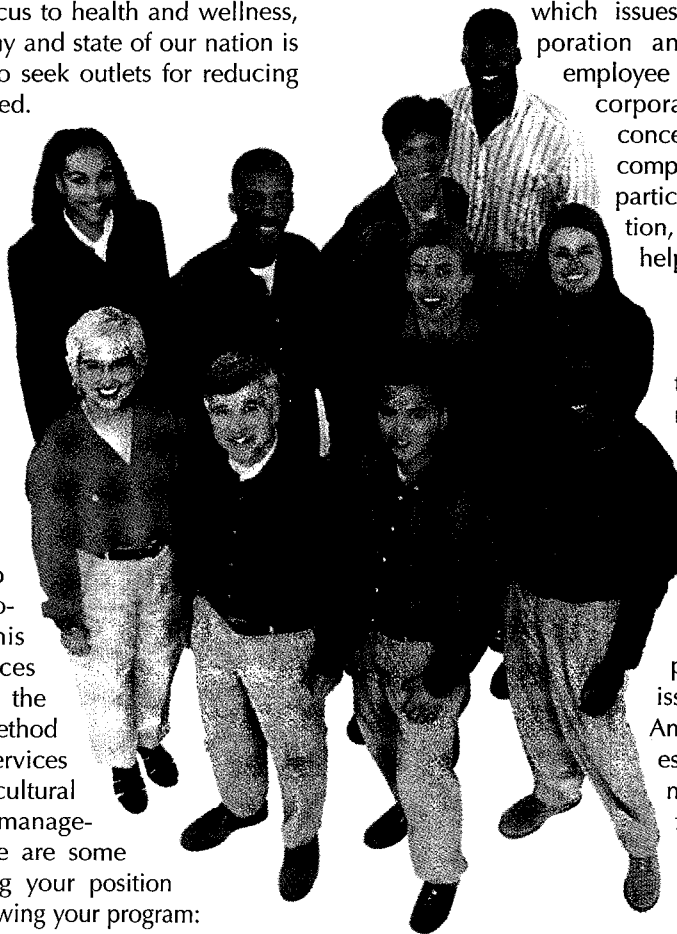
Convincing management

Most of the program ideas initiated since the advent of the industry still exist today, which makes the number of services one company can offer overwhelming. A successful program offers a variety of services targeted to fulfill employees' needs. The most effective employee services programs help shape the company's corporate culture. When this occurs, employee services become a mainstay within the organization. The best method for growing an employee services program is to be aware of cultural change and understand management's point of view. Here are some sure-fire tips for solidifying your position within the company and growing your program:

1. **Meet a need.** When employees get what they ask for, they are more productive and more likely to remain with the company. Because employee services providers exist to serve employees, it is their job to know what employees want. One of the most important steps in program implementation is to make sure there's a need for a program before launching it. This step ensures that the program will be successful—which is key to management, who wants to see a return on an investment of time and money. Focus groups, surveys, e-mail polls, and needs assessments are effective methods of justifying your efforts.

2. **Set a bottom-line goal.** Unfortunately, the fact that employees request a particular service is not enough justification for management to approve a new budget item. Randomly-selected offerings that cannot be tied into a bottom-line goal will be viewed as perks rather than sound business practices. Employee services providers must think like upper management and prove that they share the same concerns. Consider interviewing management to learn which issues are affecting the corporation and plan to implement employee services that help solve a corporate predicament. The concept is simple: if your company is struggling with a particular issue, such as retention, develop a program that helps retain employees.

3. **Do your research.** Once you've identified a program concept sure to help your company move forward, you must perform the necessary research. Focus on a bottom-line approach by tying your proposed program idea into a current workplace trend. Due to the prevalence of work/life issues affecting corporate America, the Internet houses a plethora of benchmarking research. Look for studies that help predict that the new program will positively affect the bottom



line via increased productivity, lower healthcare costs, improved recruitment, higher retention, or decreased absenteeism.

4. **Show results.** Although research indicates that the new program will be a hit, the results will be different at every company. Consider running a pilot program and plan to track its success before deciding to permanently add it to your program lineup. For example, if your goal is to retain employees, be sure to record the company's retention numbers before the program is implemented. Then, compare the numbers to those recorded after several months of participation. Sharing these results with management will solidify the program as a key retention strategy and provide the information needed for management to approve it as a full-fledged program.

5. **Obtain feedback.** Management wants to see high employee morale, so after collecting evaluation forms from program participants, share this feedback with management. In addition to supplying statistical results, plan to demonstrate how your programs are affecting employees' lives. Ask program participants to share stories of how the program makes work more

enjoyable or chores more convenient. During the process, you may learn that the new program prevented a high-quality employee from leaving the company. Management should be aware of this result.

Conclusion

Employee services programs are tools used to improve the profitability of a corporation. This factor is the employee services provider's reason for being. It justifies your value to the company and helps preserve the employee services function during unstable economic times. Employee services providers who align their programs with social change, continuously identify their employees' needs and communicate well with management are most likely to survive the trials and tribulations of today's economy. **esm**

Renee M. Mula is editor of Employee Services Management (ESM) Magazine, published by ESM Association, Oak Brook, IL. She may be reached at (630) 368-1280 or reneemula@esmassn.org.

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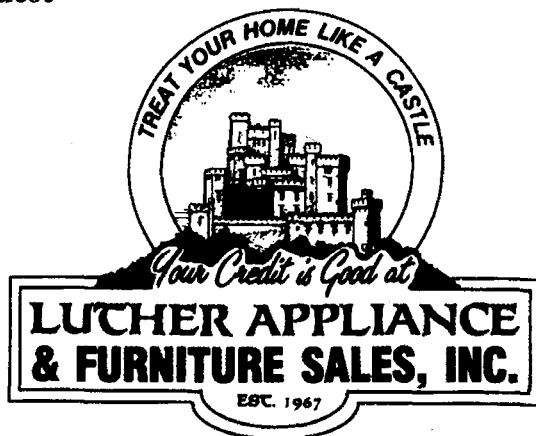


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Andersen Global Running Team unites employees personally and professionally

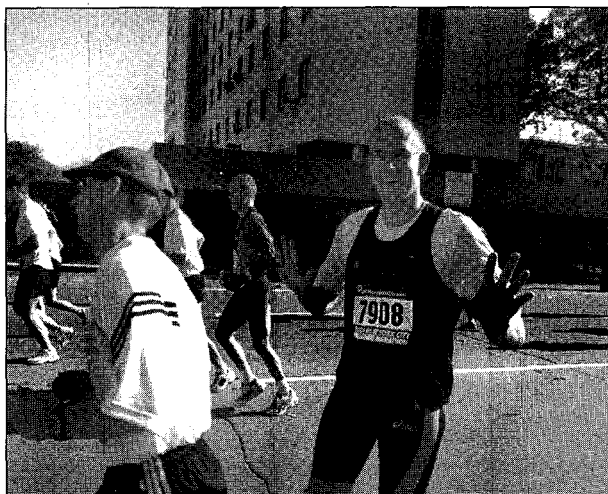
By Lori S. Grey

Twenty-eight-year-old Stefan Salzmann, senior consultant in technology risk consulting practice, Andersen, Zurich, Switzerland, ran in the New York City Marathon—an event he never dreamed of participating in while growing up in East Germany. “Until the Berlin Wall came down in 1989, I never had the opportunity to run outside my country,” he said. “Today, the Andersen Global Running Team has helped me make this dream a reality.”

On November 4, 2001, over 130 employees and partners from Andersen, a professional services firm headquartered in Chicago, IL, lived out the same dream by running in the New York City Marathon as part of the Andersen Global Running Team. Andersen runners lined up with 23,664 other athletes from 22 countries and 33 U.S. cities to run in the world's most famous marathon. The team represented the company's philosophy of a united global workforce and positioned Andersen as a caring employer that helps make employees' dreams come true.

How it all began

For the past five years, Andersen's Metro New York Office has been a signature sponsor of the New York City Marathon. In 2000, after noticing that many Andersen employees traveled from around the world to participate in the race, the office's Marketing Depart-



Stefan Salzmann, from Andersen's Switzerland office, waves at Mile 10.

TEAM ORGANIZERS

The success of the Global Running Team can be traced to a group of team organizers from Andersen's Metro New York Marketing Department. Each organizer was responsible for various elements of the program:

Lead Organizer: Oversaw the New York City Marathon sponsorship

Second Lead Organizer: Oversaw the development of the database, application process and team member relations

Team Safety and Security Group: Implemented a Safety and Security Plan several weeks prior to the race

Wave-In Coordinator: Organized a group of employees to cheer on the team along the course

Public Relations Team: Helped gain publicity for the team

ment decided to develop the first Andersen Global Running Team. Six marketing representatives responsible for the company's events and civic initiatives served as the team organizers (See Sidebar A). They worked to form a running team comprised of Andersen employees and partners from 15 countries and 28 U.S. cities. With both highly-competitive runners and first-time marathoners, the Andersen Global Running Team became the largest and most globally-diverse corporate team participating in the event. Now in its second year, Andersen's Global Running Team has staked its place as the largest corporate team in the history of the New York City Marathon.

Building a running team

Since all of Andersen's offices are connected to the same worldwide e-mail system, team organizers promoted the Andersen Global Running Team via e-mail messages and Andersen intranet sites. Promotional materials encouraged partners and employees to apply for a coveted spot on the team. Information about the application process and a link to the application itself were also provided. The team organizers contacted all of the firm's worldwide office managing partners to extend their respective partners and employees an invitation to join the Global Running Team. Shortly after the internal communications were distributed, over 300 interested runners applied to be part of the team through the following procedures:

- 1) Interested parties applied by entering the Official New York City Marathon Lottery. The New York Road Runners, a local outdoor health club that focuses on running and walking, announced the results of the Lottery in June on their website.

- 2) Andersen employees accepted via the Lottery were automatically invited to join the Andersen Global Running Team.

- 3) The Marketing Department reviewed the remaining applications to fill the marathon spot Andersen

receives as a sponsor benefit. The team organizers read through every application, looking for diversity from year to year as well as interesting answers to the application's essay questions. They sought out employees who were eager to be on the team and would make the most of the opportunity. In some cases, they asked local offices to help them make the decision.

The vast majority of the Andersen runners were required to pay their own way, which underscored their commitment to achieving their goal. In some cases, local managers chose to sponsor their runners' travel and lodging. Andersen covered other program expenses such as the event sponsorship, development of the online training mechanism, bus transportation as well as shirts, trophies and a dinner celebration.

Virtual training

Despite living and working in nearly every region of the world, members of the Andersen Global Running Team trained together "virtually" using the NYC Marathon 2001 Database. The database included team member profiles, personal training logs, information about marathon events, and a message board for team members to exchange ideas and become acquainted before the big day.

Runners also received the weekly electronic newsletter "Distance Training," which featured topics such as nutrition, strength training and stretching, as well as interviews with team members, interactive quizzes and links to related websites. The newsletter provided a team-building environment that boosted morale and built camaraderie among the runners.

Unexpected events

As a result of the September 11 terrorist attacks on New York, team organizers placed a renewed emphasis on safety and security by developing a plan that would allow them to keep track of runners on race day. The team organizers worked closely with the New York Road Runners to identify the city, state and federal author-

A Common Bond



The Wave-In Crew makes some noise as members of the Andersen Global Running Team head down the home stretch.

ities' planned security measures. They also implemented an Andersen Information Hotline as the team's primary communications mechanism. The Team Safety and Security Group required runners to call and check in, whether they dropped out or finished the race. They also instructed runners to call the hotline to receive specific instructions if an emergency situation arose.

Prior to the race, team organizers collected each team member's medical and contact information. The organizers then used this information to create personal identification stickers for the runners to affix to the back of their bib numbers before the race. In an emergency medical situation, the stickers would allow emergency personnel to address each runner's medical needs. This aspect was especially important for foreign team members who did not speak fluent English. During the race, team organizers were stationed at various points on and off the course and kept in touch with one another via short-wave radios.

Putting everything together

After months of preparation, the team met face-to-face for the first time at the Andersen Global Running Team Dinner held at the Reebok Sports Club New York. Louis P. Salvatore, Metro New York managing partner and team host, raised the team's spirits with motivating remarks. "The Global Running Team exemplifies



Andersen's Global Running Team celebrates a group victory after completing the marathon and making history as the largest, most globally-diverse team in the New York City Marathon's history.

Andersen's one-firm philosophy and shows our dedication to our people from all over the world," Salvatore said. "We've always been committed to helping our people achieve their professional goals, and we're just as excited about helping the running team members make this very important and individual dream of completing the marathon a reality."

The evening provided an opportunity for members and team organizers to put faces to the many names they had seen on e-mail during the weeks leading up to the marathon. At the end of the evening, each team member received a commemorative trophy featuring all of the team members' names.

On the morning of the marathon, the team rode in private buses to the starting line at Fort Wadsworth on Staten Island. The whole group assembled for a team photo and, after removing layers of sweatshirts for warmth, revealed their Andersen Global Running Team shirts to the other 24,000 individuals preparing to run the marathon.

As anyone can imagine, running a 26.2-mile race is a tiring experience. A Wave-In Crew was stationed just past Mile 18 to capture moments of glory as team members waved to a videographer and photographer. The group consisted of 10 employee volunteers and a crew chief from the Marketing Department who cheered the runners on at the toughest point in the race. They called out the runners' names, shouted words of encouragement and reminded them to wave to the cameras. Several runners reported that the Wave-In Crew gave them the energy to continue towards the finish line.

Event outcome

The team's results were phenomenal. Eiliv Gjesdal, manager in the assurance practice, Andersen, Oslo, Norway, was the Global Running Team's first male finisher with an official time of 2:51:34. He placed 330 out of the 23,664 runners who finished the race and 293 out of the 16,811 male finishers. Gretchen Page, tax manager, Andersen, Atlanta, GA, was the team's first female finisher with an official time of 3:25:11. She placed 2,022 in the race and 237 out of the 6,853 female finishers.

The results instilled a sense of pride in the organization. Members of the Andersen Global Running Team not only illustrated the firm's philosophy of a united global workforce to partners and employees, but also to the world. "It was an honor to participate in the historic New York City Marathon," Salzmann said. "It's important to show the world that different cultures can run and compete together, united and in peace." **esm**

Lori S. Grey is director of social responsibility in Andersen's Metro New York Office. She is co-director of the Andersen Volunteer Council and lead organizer of the Andersen Global Running Team. You may contact Grey at (212) 708-8699 or lori.s.grey@us.andersen.com.

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In the Spotlight

Maxtor Corp.'s employee store lures shoppers with great merchandise prices and special vendor fairs

By Christina Higby

Vital Stats

INTERVIEW WITH: Suzanne Kato, employee services coordinator and volunteer ESM Association representative through the ESM Association Bay Area Chapter.

COMPANY: Maxtor Corp. (merged with Quantum on April 2, 2001)

LOCATION: Milpitas, CA

BUSINESS: Hard disk drives and storage space units manufacturer

NUMBER OF EMPLOYEES: 1,300

EMPLOYEE SERVICES: Employee store, community services, convenience services, recognition programs, special events, travel services, voluntary benefits, and wellness.

FACILITIES: Basketball court, fitness center, volleyball court, walking/jogging path, cafeteria, horseshoe toss area, and employee store.

SPOTLIGHTED EMPLOYEE SERVICE: Employee store



Suzanne Kato, employee services coordinator, Maxtor Corp., Milpitas, CA.

With the same customer base day after day, it's difficult to continually attract shoppers to the employee store. Serving as Maxtor Corp.'s employee services coordinator as well as the employee store manager, Suzanne Kato (pictured above) has managed to make the most of the store's captive audience by offering a convenient shopping experience and promoting the company's employee services at the store. Although the Maxtor campus is surrounded by shopping malls, employees find shopping at the Maxtor employee store much less expensive. Management financially supports the break-even operation by paying its overhead and approving certain budget items. Although the company has faced many waves of layoffs, management continues to retain the store and employee services because its conveniences increase productivity and its well-priced merchandise boosts morale.

What employees want

Kato determines what merchandise and services will sell in the store by conferring with the Council of Administrative Assistants for Maxtor (Admin. Council), a group of departmental administrative assistants who solicit comments and feedback from employees through informal discussions, e-mail and the company's intranet site. Some of the services that resulted from employee feedback include discounts to area haunted houses and the annual air show.

Vendor fairs

To increase traffic in the store, Kato invites one vendor per month. She also invites five suppliers to attend the store's Mother's Day vendor fair and 20 vendors to

attend the Holiday Fair. During the fairs, national and local retailers set up tables outside the main cafeteria and employee store to sell cosmetics, books, jewelry, and crafts to employees.

Kato usually charges vendors 5-10 percent of their profit to participate, but for this year's Holiday Fair she waived the fee in lieu of a raffle donation. Attendance is high at vendor fairs because employees appreciate the discounted prices, which are usually between 20-50 percent.

Focusing on offering conveniences rather than making money, Maxtor's store receives only a few hundred dollars from vendors annually. The funds are deposited into the Quality of Work Life (QWL)/Employee Services budget and used to offset the expenses for facilities, catering and decorations.

Convenience services

Kato also offers convenience services to attract employees to the store. For example, she developed the Flower Greeting Program, which allows employees to order flowers and send them to other Maxtor employees at the department's expense. The program is mostly used to boost the spirits of grieving or hospitalized employees and congratulate new parents. A departmental representative places the order at the employee store or via e-mail and each order is billed to the requesting department's cost center. Employees can also visit the store to purchase discount attraction tickets, pay for and pick up Maxtor's Holiday Party tickets and drop off gifts for the Family Giving Tree program, where employees choose a family or child and buy a gift for them.

Store promotions

With the help of the Admin. Council, Kato promotes employee store offerings through e-mail blasts and word of mouth. She also uses the QWL/Employee Services Section on Maxtor's intranet site to promote merchandise, discount tickets, video rental listings, and store merchandise discounts. Employees cannot order online, but Milpitas-area employees and those in remote locations can e-mail their requests to Kato. Kato then sends the merchandise through the U.S. Mail or interoffice mail.

Conclusion

At Maxtor Corp.'s employee store, employees can shop for gifts at prices they can't find anywhere else. They enjoy the convenience of picking up their dry-cleaning and company event tickets all in one trip to the employee store. These services allow employees to focus on their jobs instead of worrying about personal responsibilities. Not only does the employee store help increase productivity, but it also helps

MAXTOR CORPORATION'S EMPLOYEE STORE AT A GLANCE

Years of operation: Four years, taken over from a merger with Quantum, Milpitas, CA.

Funding: Maxtor Corp. funds the employee store through the Quality of Work Life (QWL)/Employee Services budget, which pays for the store's overhead.

Store type: Break-even.

Staff: One part-time store clerk, who is also an employee of Maxtor's cafeteria vendor.

Employee Store Manager: Suzanne Kato is usually in the store about 10 times a day. Kato's store responsibilities include, but are not limited to, re-merchandising inventory, checking in, receiving and ticketing merchandise and creating the items in the computer. Her office is conveniently located around the corner from the store.

Hours of operation: Open Monday-Friday 11 a.m.-1 p.m. and 3-4 p.m.

Store size: Approximately 225 sq. ft.

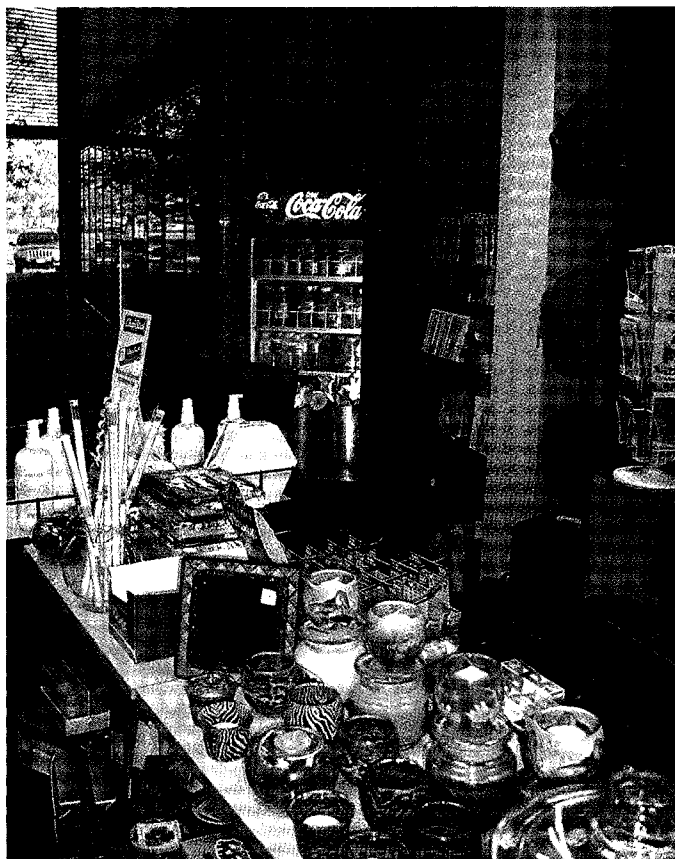
Items sold: Sundries, logo wear, discount tickets, attraction tickets, stamps, hair accessories, cold drinks, fresh flowers, video rentals, greeting cards, and sunglasses. Gift items include candles, bath products, jewelry, picture frames, stationery, and stuffed animals.

Leather merchandise is also available for purchase.

Convenience services: Attraction ticket sales, cinema ticket sales, photofinishing, car wash and detail services, oil changing, discounts with local vendors in the area, employee functions, and company-sponsored event tickets.

Most popular item: Discount tickets.

Methods of payment: Cash or check.



Maxtor Corp.'s onsite employee store is located near the cafeteria and fitness center.

boost employees' morale. Through management and employee support, Maxtor's employee store is able to remain and flourish as a vital part of its employee services program.

esm

Christina Higby is editorial assistant of Employee Services Management (ESM) Magazine, published by ESM Association, Oak Brook, IL. She can be reached at (630) 368-1280 or christinahigby@esmassn.org.

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Helping employees make time for wellness

Learn how to position your wellness program as a time-saving approach to healthcare

By Michael P. Scott

A comprehensive wellness program is a key component to reducing healthcare costs. Yet, to attract participants, employee services providers must ensure their programs can be embraced by employees with hurried lives. Onsite fitness center hours must be conducive to employees' busy schedules outside of work. Brown-bag wellness presentations should be held twice a day, instead of once, to accommodate employees' varied lunch schedules. Essentially, the services should save employees time, rather than add activities to their already full schedules. The best approach to making a wellness program more convenient for employees is to benchmark with other companies, consider the company's employee demographics and learn more about your employees' daily schedules before implementing new programs.

Customizing your program

"We ask loads of questions to find out how to make these programs convenient for our employees and their families," says Jim Malone, CESM, manager recreation fitness, whose employee services responsibilities include overseeing one onsite and three off-site fitness centers at S.C. Johnson,

Racine, WI. "We continually monitor usage trends to get a sense of when employees are most likely to use our facilities. This allows us to offer hours that busy employees can enjoy while, at the same time, being mindful of our budget."

As a timesaving program, Malone integrated physical therapy into the company's fitness center activities. "We discovered that injured

employees spent a half day out of the office traveling to and from off-site facilities for rehabilitation appointments. Many of them waited up to three weeks to see a physical therapist. With onsite physical therapy, employees can now enjoy the convenience of seeing a therapist within 48 hours. When taking absenteeism, low productivity and other related costs into consid-

"How can we expect our employees to carve out time from their busy schedules when we aren't actively participating ourselves."

—Tammy Thomas, employee activities and fitness coordinator, Corning Cable Systems, Hickory, NC

eration, the service has an annual cost savings of nearly \$60,000," Malone says.

Doing research

Before adding new wellness offerings, it is important to learn as much as possible about your employees and their exercise habits. Consider tapping into the following resources for research that will help you structure an accessible wellness program that fits into employees' schedules:

The Human Resource Department: Find out employee demographics such as the exact number of employees at the company and the gender split.

The Fitness Center Staff: Develop a fitness center identification card that allows you to track the number of employees who exercise at your facility. Use this tracking system to obtain information about the employees who use the facility, such as their age and which shift they work.

Employees: In a survey, ask employees what time of day is most convenient for them to exercise. If you are planning a wellness fair, find out which hours are convenient for employees and their families to attend. If your company is considering the implementation of a corporate fitness program, ask



employees if they'd rather exercise at an onsite facility or a local fitness center with multiple locations.

Model behavior

Tammy Thomas, employee activities and fitness coordinator, Corning Cable Systems, Hickory, NC, says employee services providers should serve as role models to employees who are struggling to stay fit in the midst of

their busy schedules. "I have a very busy life as a working mother and spouse, but I think it's important to practice what I preach," says Thomas, who, in addition to managing employee services, leads aerobics sessions during the week. "How can we expect our employees to carve out time from their busy schedules when we aren't actively participating ourselves," she says.

Conclusion

A wellness program that takes into account employees' busy lifestyles cannot be developed overnight. The initiative requires research, survey administration and program adjustments that could take up to a year to accomplish. The best approach is to develop a timeline that allows you to make small adjustments to existing programs right away and slowly add new services over time. Before you know it, the improved wellness program will serve as your employees' timesaving approach to healthcare. **esm**

Michael P. Scott is president of the Nevada Star Frontier Exchange, Carson City, NV, a strategic communications firm that assists individuals and organizations in reaching new frontiers of success. He can be reached at nevadastar4@earthlink.net.

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The goal is to think beyond your next paycheck.

ahead and forestall scenarios in which it appears that she has been an ineffective, incompetent leader. Many employees think they can explain an apparent career downslide once they're in front of an interviewer, but in reality, they probably won't ever get the chance to explain. Your résumé is generally what gets your foot in the door, so it must project a favorable image.

A Title Change Clause is usually easy to negotiate because it does not cost the company money. Just

make sure that you bring it up during the offer negotiation phase, as you lose leverage once you've accepted an offer.

Conclusion

The goal is to think beyond your next paycheck. When you're out of work, finding a job—*any job*—might be all that matters. But, you have to consider the forest as well as the trees. Every employment decision you make has long-term implications. That's why it's so

important for job seekers and downsized employees to make smart decisions that safeguard their work experience and further their careers.

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Negotiating your former job title

A tactic for job seekers and downsized employees

By Lawrence A. Stuenkel

Job seekers and downsized employees, consider this scenario: Lauren, a talented and dynamic employee services provider, loses her "Director of Employee Services" position when her company decides to reorganize. After a few months of searching for a new job, she's offered a lucrative position with a fiber optics company. Although the salary and benefits package is an improvement over her last job, there is one problem. Though Lauren will have more responsibility, her new title will be "Manager of Employee Services"—an apparent step down.

Furthermore, because of the job market's volatility, Lauren knows she could also lose this job. In fact, it could very well happen before she has ascended to "Director of Employee Services" status. This sequence of diminishing job titles, coupled with her brief stay at the fiber optics company, would look like a damaging case of "career downslide" to a potential employer. What can Lauren do to protect her professional reputation and shore up her future career path?



Perception matters

The solution is surprisingly simple. Lauren should negotiate a Title Change Clause with the fiber optics company as a condition of employment. That way, if she does lose her "Manager of Employee Services" position, on her last day of employment all records would be changed to indicate that she most recently held the title of "Director of Employee Services."

Right or wrong, titles imply responsibility. Lauren must think

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